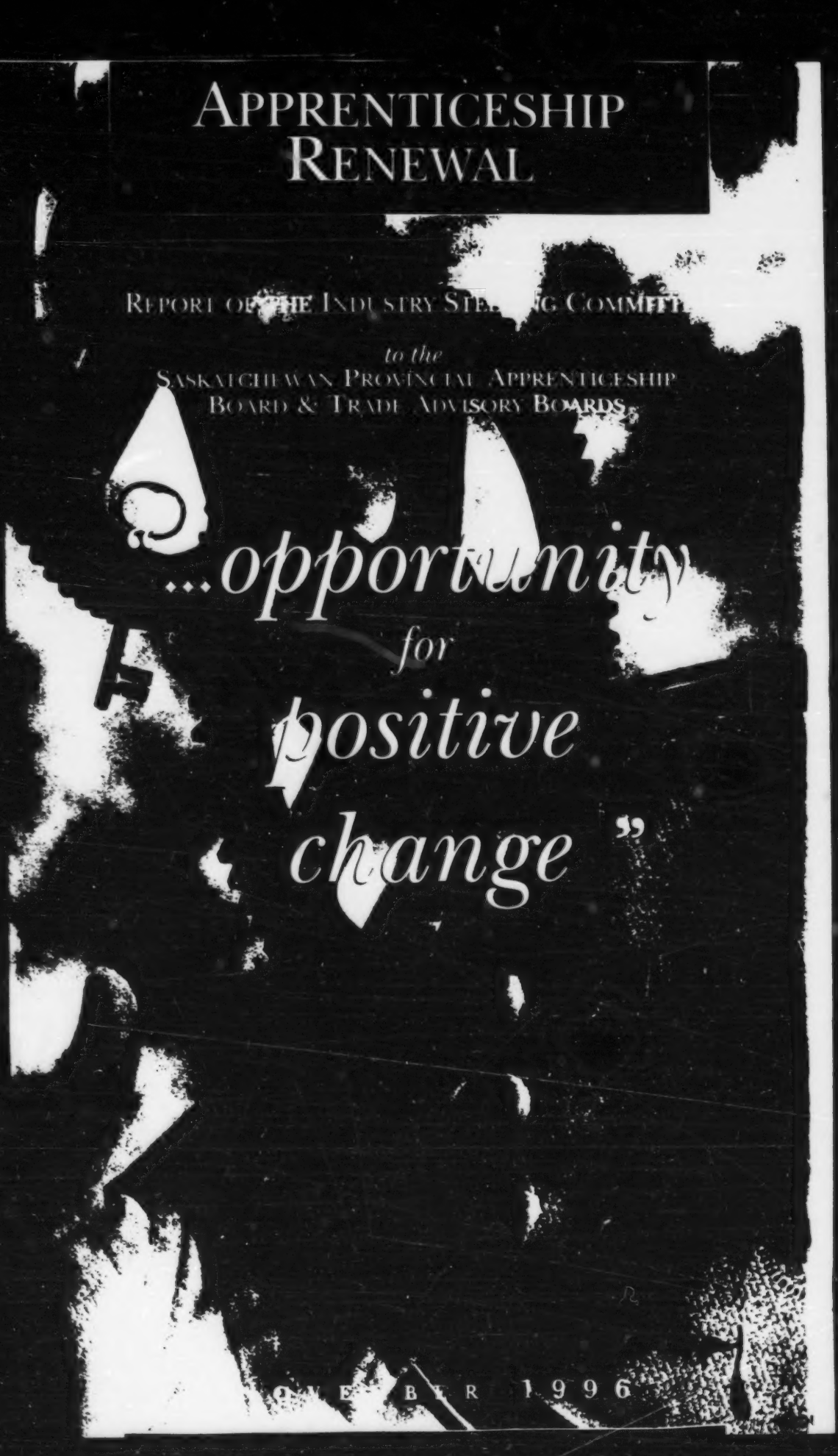
APPRENTICESHIP RENEWAL

REPORT OF THE INDUSTRY STEERING COMMITTEE

to the

SASKATCHEWAN PROVINCIAL APPRENTICESHIP BOARD & TRADE ADVISORY BOARDS



"...opportunity for positive change"

NOVEMBER 1996

"Apprenticeship renewal is an opportunity for positive change."

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Profound change is occurring in Saskatchewan's economy, in the make-up of its labour force and in public finances. Apprenticeship has not been, and will not be immune to fundamental change as a result of these forces. Industry, led by the Provincial Apprenticeship Board (PAB) and

executive summary

the Trade Advisory Board (TAB) system, has initiated a broadly-based consultation on the future of the apprenticeship system in Saskatchewan. Apprenticeship renewal has been discussed with most TABs, about 500 individuals at public meetings and many public and private sector stakeholder groups representing thousands of participants in the apprenticeship system.

The major findings of the Steering Committee are:

- **Strong support for apprenticeship** The present partners in apprenticeship strongly support the system. This support for apprenticeship was expressed by industry, training institutions staff and the government personnel. Apprenticeship is an effective and cost efficient skills training system. For over fifty years, it has done a good job of providing workers with relevant skills and employers with qualified tradespeople.
- **Recognized need for change** It is clear that there is acceptance of the need for changes in the way apprenticeship is organized and delivered in Saskatchewan.
- **Support for active, direct industry role** There is clear support for industry taking a more direct and active role in managing the apprenticeship system. While there is some diversity of opinion about how this should be accomplished, this view is held strongly by those in industry who responded to the questionnaire and submitted correspondence or briefs.
- **Trainers/administrators opposition to industry control** Most training and administrative staff expressed opposition to industry taking control of the system. A fundamental reorganization of the apprenticeship system was seen as a threat by training and administrative staff.
- **Need for more awareness among stakeholders** The issues are complex and there is a need to raise awareness further about the pressures for change in the system. Many stakeholders in apprenticeship need more information about the issues and the implications of change.

Apprenticeship renewal presents an opportunity for positive change. Apprenticeship can thrive in a new competitive environment with organized, active support from industry. The Steering Committee concludes that a growing, dynamic apprenticeship system, led by industry, offers the brightest future to employers, apprentices, trainers and administrators.

recommendations summary

1. Strengthen the Role of Industry in the Apprenticeship System
2. Create an Industry-Driven Structure to Manage Apprenticeship
3. Research/Explore the Best Options for an Industry-Driven Apprenticeship System
4. Establish a Tripartite Committee to Guide the Next Phase of Apprenticeship Renewal
5. Maintain Apprenticeship Funding During the Transition Period
6. Maintain Industry Leadership of the Renewal Process
7. Draw Upon the Strong Support for Apprenticeship
8. Move Forward Immediately on Apprenticeship Renewal
9. Promote Awareness of Apprenticeship Renewal Issues

"Apprenticeship training and certification standards will be maintained."

"We need a new model that reinforces the shared responsibility of all partners."

timeline

1994-95	Provincial Apprenticeship Board (PAB) undertakes initiatives to: • Improve industry organization/communications • Raise visibility/profile of apprenticeship • Position apprenticeship strongly in post-secondary education and training system
October 1995	PAB and Trade Advisory Board (TAB) representatives meet jointly to discuss anticipated changes to apprenticeship
November 1995	Federal Government announces decision to eliminate all its apprenticeship training funding over three years
January 1996	PAB meets with Minister of Post-Secondary Education and Skills Training to offer an industry vision for a renewed apprenticeship system
Feb/Mar 1996	PAB conducts a preliminary industry consultation on the future of apprenticeship
April 1996	PAB releases a vision paper on future of apprenticeship calling for industry to take a strong, direct role in all aspects of the system
June 1996	PAB/TAB advisory system meets to review vision paper; advisory system decides to form steering committee and consult widely
Sept/Oct 1996	Steering Committee consults extensively with apprenticeship stakeholders and the public
November 1996	Steering Committee releases its report recommending development of options for a renewed, industry-driven apprenticeship system
December 1996	PAB/TAB advisory system meets jointly to consider recommendations and decide on next steps

Subject to Approval by the Advisory System...

Jan/Mar 1997	***Research and develop several models for a renewed, industry-driven apprenticeship system***
April 1997	***Decision by PAB/TAB advisory system on the best option for renewal***
May 1997	***Report to the Minister with industry's recommendation for the future of apprenticeship***

"Apprenticeship is an excellent training system."

introduction

Background to the Apprenticeship Renewal Consultation

The Saskatchewan apprenticeship system currently faces both challenges and opportunities. In order to better serve the needs of the province's employers, employees and economy, the PAB/TAB advisory system has begun a renewal process. In October 1995 the PAB met jointly with representatives of the TABs to discuss the future of apprenticeship. Several important issues were dealt with at this meeting, including the reduction of federal funding to apprenticeship, the need for industry leadership and renewal of the system.

In early 1996, **industry*** took the first step in a renewal process and offered to put together a vision for the future of apprenticeship. This industry initiative was welcomed by the Minister of Post-Secondary Education and Skills Training, who agreed to support the process of an industry led renewal of the apprenticeship system.

A limited but intensive industry consultation followed in February and March, 1996. This preliminary consultation, which included about 50 industry opinion leaders, generated a discussion paper entitled *The Future of Apprenticeship: An Industry Vision.* (A complete copy of this paper is available upon request.) The following vision was proposed for discussion:

> *Industry, through an independent accountable industry agency, takes responsibility for the apprenticeship training system in Saskatchewan, including development of innovative training delivery strategies, management of the system and allocation of the available funding for apprenticeship training.*

This vision is based on the essential principles which must be maintained through any change process. The task is to adapt apprenticeship to meet new challenges while protecting the principles of a solid industry training system.

*** Industry is defined to include employers, employees, journeypersons, apprentices, employer associations and labour unions.**

These principles are:

i. a substantial and critical part of the training occurs in the workplace;

ii. industry sets provincial and interprovincial standards for training;

iii. a genuine partnership among employers, workers, government and training institutions forms the basis of the training system;

iv. industry approves the training curriculum to ensure quality control;

v. industry gives credit for prior learning and work experience; and

vi. industry endorses a widely recognized certification system for its training.

The discussion paper was widely distributed within the PAB/TAB system, SIAST and government. It was also available upon request. The proposal or vision in the paper offers a conceptual framework for the future of apprenticeship which is consistent with the fundamental principles of a successful apprenticeship training system.

Following the completion and circulation of the vision paper, the PAB/TAB advisory system concluded at a meeting in June, 1996 that a broader consultation with apprenticeship stakeholders was necessary to test the level of support for the ideas contained in the paper. In order to guide the process of apprenticeship renewal, an industry steering committee was formed. (*See Appendix A for a list of Steering Committee members*). The committee received financial support from the Department of Post-Secondary Education and Skills Training. Its mandate was to conduct a broad consultation and report its findings and recommendations to the PAB/TAB advisory system by the end of November, 1996.

"This apprenticeship renewal process is open."

the consultation

Interested apprenticeship stakeholders have been given various opportunities to contribute to the renewal process. Over the past year, most Trade Advisory Boards have met, with each board discussing some of the anticipated changes in the apprenticeship system. Over 200 TAB members have discussed apprenticeship change issues through these meetings.

Many stakeholder groups have met with their own members to discuss apprenticeship renewal and have subsequently met with representatives of the Industry Steering Committee to make their views known. Some groups have met amongst themselves and submitted briefs or correspondence to the Steering Committee. Thousands of individuals have been brought into the apprenticeship renewal process through these meetings.

For example, the Saskatchewan Construction Association represents 650 firms which employ thousands of workers. The Saskatchewan Provincial Building and Construction Trades Council represents about 10,000 unionized construction workers. The Saskatchewan Automobile Dealers Association has 152 members with thousands of employees. The Construction Labour Relations Association of Saskatchewan represents all the unionized employers in the construction sector.

"...individuals attended these public meetings to discuss issues facing the apprenticeship system."

In addition to the Trade Advisory Boards and industry stakeholder meetings, open meetings were held in eleven communities across the province throughout September and early October. About 500 individuals attended these public meetings to discuss issues facing the apprenticeship system. Interested individuals who were unable to attend the meetings were invited to make their voices heard by writing, phoning or faxing in their comments, ideas and concerns.

"Thousands of individuals have been brought into the apprenticeship renewal process through these meetings."

stakeholder commentary

CLR Construction Labour Relations Association of Saskatchewan, Inc.

The CLR expressed strong support for the apprenticeship training system in general and welcomed the PAB/TAB initiative to renew the system. (See Appendix B for a copy of the CLR brief.) The brief from CLR supported

the industry vision with respect to promoting innovative training delivery, apprenticeship governance and the allocation of funding. The brief states: "We support the concept of creating a government-facilitated independent industry agency". The CLR was concerned that apprenticeship reform should not add to the already substantial training costs carried by industry.

Saskatchewan Construction Association (SCA)

"The Saskatchewan Construction Association (S.C.A.) Board of Directors passed a motion in support of the 'Vision Statement' which the Provincial Apprenticeship Board (P.A.B.) has advanced...". (*See Appendix C for a copy of the SCA letter.*) While the SCA supports more industry involvement, it also supports a continuing role for SIAST as a provider of apprenticeship training.

Saskatchewan Automobile Dealers' Association (SADA)

SADA's recommendation is to "Establish a group of people independent from politics and the current bureaucracy but responsible to the minister to determine current costs, review the method of how funds are allocated, review the whole Apprenticeship Program as to its effectiveness, and recommend how the system should be streamlined." (*See Appendix D for a copy of the SADA brief.*) The dealers expressed concern about piecemeal change to apprenticeship, off-loading more costs to industry and creating more bureaucracy. Concerns about the future of apprenticeship are motivated by strong support for the existing system as the most effective, cost-efficient training program in the province.

Saskatchewan Provincial Building and Construction Trades Council (SPB & CTC)

"The SPB & CTC endorses a strong, direct role for Industry in the management of the apprenticeship system... (and) support(s) the vision for the future of apprenticeship outlined in the PAB discussion paper..." (*See Appendix E for a copy of the SPB & CTC letter.*) The

building trades are pursuing a sectoral initiative for the construction industry which is compatible with the larger apprenticeship renewal process.

Saskatchewan Women's Secretariat (SWS)

"Over the years apprenticeship has proven to be an effective method of training for many people". (*See Appendix F for a copy of the SWS letter.*) The SWS submission raised the issue of women's access to apprenticeship training. The letter suggested that at this time of major organizational change, some mechanism should be put in place to ensure equity issues are considered.

Saskatchewan Labour Force Development Board (SLFDB)

SLFDB representatives stated that the Board generally supports industry-driven training and believes apprenticeship is a good training model. The SLFDB has not taken any position on the specific vision for the future of apprenticeship which is proposed in the PAB discussion paper. Concern was expressed about equity representation in apprenticeship structures and about accessibility of apprenticeship information for equity group members.

Saskatchewan Power Corporation (SaskPower)

SaskPower officials met with representatives of the Steering Committee to discuss the impact of apprenticeship renewal on the Corporation. The meeting served as an information session and an opportunity to discuss many of the problems and issues facing apprenticeship. SaskPower agrees that more flexibility, accountability and innovation are needed to meet the present and future challenges. (*See Appendix G for a copy of the SaskPower letter.*) The company expressed several concerns about funding, organization and further consultation around change.

Saskatchewan Institute of Applied Science & Technology (SIAST)

"Industry must play a key role in any renewed apprenticeship model... SIAST is open to innovation and new approaches...". (*See Appendix H for a copy of SIAST's correspondence.*) A meeting was held with members of SIAST's management group to discuss apprenticeship renewal. SIAST supports an industry-driven renewal process and intends to work with industry as a partner in the apprenticeship system.

Apprenticeship and Trade Certification Unit

The staff of the Apprenticeship Unit identified many of the current problems facing apprenticeship and made constructive suggestions to address the issues. A group of staff members prepared an alternative proposal. (*See Appendix I for a copy of the brief.*) The brief contains many ideas similar to those found in the industry vision paper. While the staff brief recognizes the need for an independent administrative structure for apprenticeship, there is a fundamental concern with moving the structure outside government.

The format that was used for the 11 public meetings provided participants with the opportunity to both learn more about the renewal process and to contribute to it. Representatives of the Apprenticeship Renewal Industry Steering Committee presented background information on the renewal process to

regional public meeting results

date and the industry's vision for the future of apprenticeship. The Director of Apprenticeship also addressed the meetings.

At that point, the meeting participants were divided into smaller groups of approximately 8 to 15 people and assigned a facilitator. The facilitator answered questions and kept the discussions on track while the participants discussed questions provided on a questionnaire (*See Appendix J for a copy of the questionnaire*). Participants were requested to fill out the forms in order to have their views recorded as part of the consultation process.

The questionnaire format was used to keep the groups focussed on the issues at hand. It also meant that the groups were not forced to come to any kind of consensus so that individual opinions could be recorded. This format also allowed less vocal individuals to have their views treated with the same consideration as outspoken individuals.

I. Summary of Comments

The following is a summary of all comments and opinions received via the questionnaire and written submissions by individuals in the areas of governance, funding and training delivery. (*See Appendix K for detailed results of the consultation meetings.*)

Governance Most respondents agreed that industry needs to take a more active role in the management of the apprenticeship system in Saskatchewan. Many also supported the creation of an independent industry agency to co-ordinate this function. Many participants expressed concerns about industry governance, including:

- *Fairness* — There was concern that the governing body be formed in such a way that everyone was treated fairly. This includes rural/urban, larger trades/smaller trades, and union/non-union workers and employers.
- *Bureaucracy* — There was unanimous agreement among those who support the vision that it must not result in the creation of another level of bureaucracy. If a new governance system is created it must streamline the existing system.
- *Government off-loading* — Some commentators were wary of the

government trying to pass off its responsibility. There was concern that apprenticeship renewal might lead to a further withdrawal of government funding and support for the apprenticeship system.

- *Willingness/ability of industry to manage the change* — Some participants questioned industry's willingness or ability to govern the system.

Governance Alternatives Those who disagreed with the idea of creating a new, independent agency to govern the apprenticeship system offered primarily one alternative; a strengthening of the current PAB/TAB advisory board system.

Funding Most participants supported the idea of an industry controlled body taking responsibility for the allocation of funds for apprenticeship training. The apprehensions around funding were similar to those expressed around governance.

- *Equitable distribution of funds* — Some questioned the ability of an industry body to distribute funds fairly.
- *Accountability* — Stakeholders at the meetings indicated that this industry governing body would have to be accountable both back to industry and to government to ensure that the funds were being allocated fairly.
- *Role for government* — Many saw a continued role for government in the area of funding. While they did not think that the government should be responsible for the distribution of funds, many participants felt that the government could continue to play a watch-dog role.

Funding Alternatives Most participants who disagreed with the idea of industry controlling the funding mechanism did not offer an alternative. A few suggested that the Director of Apprenticeship or the government in general should be responsible. Others preferred to see the status quo maintained.

Innovation in Training Delivery The majority of participants felt that training delivery will need to adapt to new circumstances. There were numerous recommendations made regarding how training delivery could be made both more effective and more efficient. The following points are those on which most agreed:

- *Standards must be maintained* — There was a great deal of concern expressed that in the midst of cut backs in both the public and private sector that standards may be undermined. Part of the concern around standards was based on strong support for the interprovincial certification program. Stakeholders want to ensure that Saskatchewan continues to participate in the Red Seal Program.
- *Each trade must have the authority to make its own decisions* — Decisions regarding how training is delivered or what apprentices are taught should be made by the individual trades that are directly affected.

Location	Date	Participants	Questionnaires Returned
Tisdale	Sept 10	17	16
Prince Albert	Sept 11	50	19
Lloydminster	Sept 17	19	7
N. Battleford	Sept 18	23	6
Saskatoon	Sept 19	115	31
Swift Current	Sept 23	18	11
Regina	Sept 24	130	37
LaRonge	Sept 25	16	4
Estevan	Sept 30	12	10
Yorkton	Oct 1	25	19
Moose Jaw	Oct 3	70	16
Totals		**495**	**176**

- *More flexible and accessible technical training* —When possible, more distance education could be both cost effective and helpful to the apprentice. Other suggestions included; more day release programs, use of new technology to deliver training, week-end and evening training and shorter, more frequent training periods. Equity representatives suggested that a decentralized, flexible approach to technical education would encourage more equity participation.

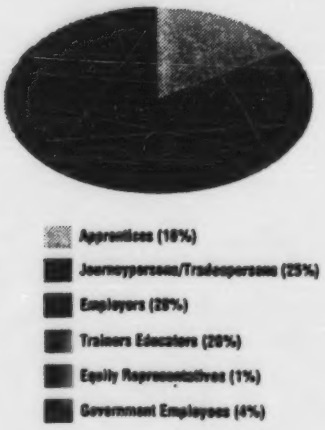
- *Industry should make the decisions regarding training* — Most participants agreed that industry is in the best position to make decisions regarding changes to the delivery of training. They also argued that industry needs more control of curriculum and training schedules.

- *Role of SIAST* — Many participants think SIAST generally provides a good service and that the institute should continue to be a major training provider in the apprenticeship system. The most common complaints about SIAST were that the curriculum is often out of date and that the institute does not respond to industry's needs, especially in the area of training schedules

Several other suggestions for innovation in training delivery were made. These can be found in the regional meeting results in Appendix K.

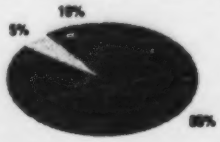
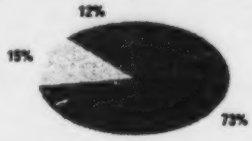
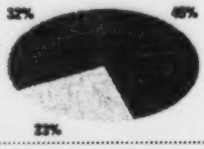
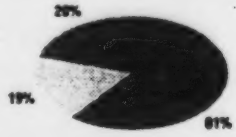
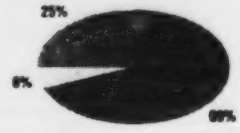
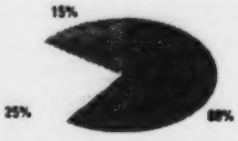
II. Statistical Information

Approximately 495 individuals attended the eleven regional consultation meetings. Based on a show of hands in response to a self-identification question, the participants represent the following groups:



Apprenticeship Renewal Discussion Questions Summary

(36% Response Rate — Received as of October 21, 1996
Total Respondents — 176; Total Industry Respondents — 101)

Question	All Respondents	Industry Respondents
Do you think training delivery will have to adapt to new circumstances?		
Should industry take a more direct and active role in managing the apprenticeship system?		
If YES, do you support the creation of an independent industry agency to co-ordinate this function?		
Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the PAB discussion paper?		
If YES, do you agree that the PAB/TAB system as representatives of industry should strongly pursue the agenda?		
Do you think the industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds?		

"The Provincial Apprenticeship Board and the Trade Advisory Boards are taking a leadership role in apprenticeship renewal by proposing a restructured partnership with employers, employees, government and training institutions."

recommendations

1. Strengthen the Role of Industry in the Apprenticeship System

There is clear support for industry taking a stronger, more active role in managing the apprenticeship system. The consultation found support for the industry vision for the future of apprenticeship from both industry stakeholder groups and the majority of individuals who responded to the question at the public meetings.

2. Create an Industry-Driven Structure to Manage Apprenticeship

The consultation showed clear support for creating an industry-driven apprenticeship system — one which is accountable to industry and more responsive to its needs.

There are differing opinions as how this should be done. For example, there is a basic question as to whether this industry-driven structure should be located within the structure of government or at arm's length. There is agreement that some form of renewed structure is needed.

3. Research/Explore the Best Options for an Industry-Driven Apprenticeship System

There are several models which could be considered for structuring an accountable, responsive, industry-driven apprenticeship system. Detailed plans for a number of options should be developed for the consideration of the PAB/TAB advisory system. The models which are considered must be consistent with the stronger role for industry, and reflect the support which the consultation process found for the vision statement. All options should address how a renewed structure will be industry-driven with respect to developing innovative training delivery strategies, allocating the available funding and administering the system. The principles of an effective apprenticeship system should form the basis for the development of these options.

"Industry, through the PAB/TAB advisory system, has demonstrated the leadership and foresight necessary to adapt apprenticeship to a new competitive environment."

4. Establish a Tripartite Committee to Guide the Next Phase of Apprenticeship Renewal

A tripartite committee consisting of representatives from the industry advisory system, the government department responsible for apprenticeship and the training sector is an appropriate body to guide the development of options for the future of apprenticeship during the next phase of renewal. Such a committee will reflect the partnership which apprenticeship represents. It is recommended that:

- Industry representatives constitute a majority of the committee;
- Industry representation be divided among the PAB and the TABs, include all sub-sectors and balance employer and employee interests;
- Government representatives include management and staff members;
- Training sector representatives be drawn from both SIAST and the private apprenticeship trainers.
- The committee develop the options for the PAB/TAB advisory system to consider by the end of April, 1997.

5. Maintain Apprenticeship Funding During the Transition Period

The industry partners in apprenticeship contribute substantially through taxes and Employment Insurance premiums to the cost of all post-secondary training and education. Industry will require that public funds continue to be invested in apprenticeship. Three areas require continued federal/ provincial investment.

It is recommended that:

- Funding for apprenticeship training during the 1997-98 fiscal year be maintained at its current level. Growth in the system, increasing costs of institutional training and experimentation with alternative delivery systems are placing heavy demands on apprenticeship funding. During this transition period, apprenticeship cannot sustain a reduction in funding.
- The federal government continue to provide funding to the Saskatchewan Apprenticesable Trades Co-ordinating Group, Inc. (ATCoG) during the 1997-98 fiscal year. ATCoG provides updating and upgrading training within the apprenticeship sector and indirectly serves as a support system to industry through the Provincial Apprenticeship Board.
- The provincial government continue to provide financial resources to the PAB/TAB advisory system to support an industry-led renewal process. The next phase of apprenticeship renewal will require dedicated administrative and staff resources. Maintaining continuity and momentum will be important to the success of the initiative.

6. Maintain Industry Leadership of the Renewal Process

Industry, through the PAB/TAB advisory system, has demonstrated the leadership and foresight necessary to adapt apprenticeship to a new competitive environment. Industry has lead the consultation process to date.

To assert its rightful ownership of apprenticeship and to ensure a timely, effective renewal process, industry must maintain its leadership role.

7. Draw Upon the Strong Support for Apprenticeship

There is strong support for the apprenticeship system among the public and users of the system alike. The success of apprenticeship as an effective, cost-efficient skills training system, and the generally high regard in which it is held, can help to secure a bright future for apprenticeship. Both industry and a wider public audience must be alerted to the threat to apprenticeship as well as the opportunity for positive change.

"There is strong support for the apprenticeship system among the public and users of the system alike."

8. Move Forward Immediately on Apprenticeship Renewal

Momentum for apprenticeship reform has been built by the information/consultation process to date. Thousands of apprenticeship stakeholders have been drawn into the renewal process of the past several months. In order to maintain their attention and continued contribution, immediate action is required. It is important to move quickly both to meet the provincial government's legislative agenda and to adapt the system within the two and a half years remaining in the federal government funding phase-out period.

9. Promote Awareness of Apprenticeship Renewal Issues

The issues surrounding apprenticeship renewal are complex. There is a need to improve communications and awareness within the industry sector and between industry and its other partners in apprenticeship. The PAB/TAB advisory system must address the lack of information about the issues and the implications of change.

appendices

APPENDIX A

APPRENTICESHIP RENEWAL INDUSTRY STEERING COMMITTEE

Mr. George Pellerin
Provincial Apprenticeship Board

Mr. Mike Wright
Provincial Apprenticeship Board

Mr. Don Barilla
Provincial Apprenticeship Board

Ms. Valerie Overend
Provincial Apprenticeship Board

Mr. Bill Nelson
Provincial Apprenticeship Board

Mr. Paul McLellan
Provincial Apprenticeship Board

Mr. Hank Heerspink
Power Lineman
Trade Advisory Board

Mr. Garth Ivey
Electrician
Trade Advisory Board

Ms. Deanna Dawson
Cosmetologist
Trade Advisory Board

Mr. Wolf Prinz
Agricultural Machinery Technician
Trade Advisory Board

Ms. Linda Skomorowski
Plumber
Trade Advisory Board

Ms. Irene Cruson
Pork Production Technician
Trade Advisory Board

Mr. Wayne McElree
Executive Director
Skill Training & Employment Services
Post-Secondary Education
& Skills Training

Mr. Doug Muir
Director, Apprenticeship & Trade
Certification Unit
Post-Secondary Education
& Skills Training

Mr. Bob Guthrie
Executive Secretary
Provincial Apprenticeship Board

CLR

CONSTRUCTION LABOUR RELATIONS
ASSOCIATION OF SASKATCHEWAN INC.

1996-10-11

Mr. Bob Guthrie
Provincial Apprenticeship Board
P.O. Box 846
Regina, Saskatchewan
S4P 3B1

Dear Sir:

Re: APPRENTICESHIP RENEWAL

Recently members of the Provincial Apprenticeship Board (PAB) and the Trade Advisory Board (TAB) in Saskatchewan have been traveling throughout the Province conducting open consultations for a proposed fundamental review of the apprenticeship system. The unionized Construction industry, a significant player in the area of apprenticeship training, welcomes the opportunity to participate in this dialogue and in shaping the future direction of apprenticeship training in the Province of Saskatchewan.

At these consultation meetings stakeholders have been invited to contribute their views and provide constructive feedback on a number of issues identified by the Board. The CLR Construction Labour Relations Association of Saskatchewan on behalf of the unionized construction contractors wishes to submit the following for the Boards deliberations. However, the CLR along with the Saskatchewan Provincial Building & Construction Trades Council, may through the CODC Construction Opportunities Development Council, choose to present a collective position during the process of renewal.

Innovative Apprenticeship Training Delivery:

We believe that apprenticeship training is the very backbone of all industrialized countries. The rapid industrial growth of our nation can be directly attributed to the post war apprenticeship programs that were instituted, allowing us to develop trade skills that are recognized world wide.

The construction industry, similar to other industries is experiencing tremendous change. As new technology, materials and processes are introduced, the delivery of training must realign itself to keep up with these changes. It is imperative that a Human Resource strategy be implemented to identify current and future skill requirements for all industries in the Province. Current apprenticeship programs should be reviewed for content redundancy and traditional style of delivery such as bringing the students to the classroom versus bringing the instructor to the students. Future programs must incorporate computerized teaching methods, for example CD ROM's for program delivery.

The decision to change the delivery of training must be industry driven, through the existing apprenticeship organizational structures. It simply does not make any sense for Government or Academics to be attempting to determine industries training needs. Who better understands the present and future needs of industry, than industry itself?

Apprenticeship Governance (Administration and Management):

In the matter of apprenticeship governance we recommend that industry must take a more active role of managing the apprenticeship system. We support the concept of creating a government facilitated independent industry agency. Government's role should be purely as a resource and a facilitator of activities to serve the diverse needs of such an agency.

The agency's role would be to bring forward and discuss the needs and concerns of their constituents. To establish policy and ensure compliance in the administration and management of apprenticeship in the Province and provide general direction to training institutes for the development and delivery of programs

Funding for the agency should be determined through savings recognized from improved program delivery and administrative practices and not levied as an additional burden on industry.

Allocation Of Funding:

We recommend that an independent industry agency mentioned above, once established, would be responsible for managing all available funding for apprenticeship training. We believe that such an agency composed of industry representatives will be best suited to understand the changing needs of industry.

The industry agency would be responsible for managing and distributing funds for the administration, development and delivery of apprenticeship programs.

A Vision For The Future Of Apprenticeship:

The unionized contractors of the construction industry support the vision outlined for the development of apprenticeship training in Saskatchewan. We believe that consolidating the existing separate organizational structures, comprised of industry, government and the department of education under a single agency will not only eliminate bureaucracy, but the diversity of the group will provide the stimulus for embracing change and in turn effectively servicing the growing needs of its customer, the industry.

However, this support is further qualified and maybe best summed up in the words of some of the unionized contractors, as follows:

"In the long run, the apprenticeship system must be owned by industry. A total reform of the system is needed rather than patching and repairing the old ways."

"In order to change the future of apprenticeship, commonly accepted beliefs will have to change. Specifically, we have an apprenticeship system where few enroll, few are trained and costs are high. Contrast this to a technical institute in a non apprenticeship training format where many enroll, many graduate and many look for and find jobs."

Considering such comments we propose that in order to restore industries confidence, the apprenticeship system in the province needs to embrace innovation and demonstrate considerable change in the months and years ahead.

Other:

Trades training and certification must be standardized on a national basis. It is imperative that Provincial boundaries be removed and National certification standards be established to encourage and allow for mobility of the trade's workforce. The present system of separate standards for each Province is simply not practical in today's environment.

The rapidly changing workplace in Canada, necessitates not only a thorough review of the trades presently recognized by the Apprenticeship Board but the implementation of a pragmatic strategy to match future trends.

Contractors recognize that construction industry skills are unique and form an integral part of the industry, however, within the industry not all skill sets need to be designated as compulsory.

Trades that require special skills and directly operate under higher risk factors to both individual and/or public life and property should be considered for compulsory certification.

One Final Point:

The unionized construction contractors of Saskatchewan express extreme disappointment with the Federal Governments decision to phase out funds for apprenticeship training in Canada over the next three years. Since it is speculated that Provincial governments will not be in a position to make up the necessary shortfall, the burden of financing apprenticeship training in future may well fall on the shoulders of industry.

This additional financial obligation would only amplify the difficulties faced by the unionized construction and maintenance industry in this Province. As one is well aware that in the last decade and a half, traditional industries in Canada have been stagnating to the extent that very little new construction has been undertaken in recent times. For most unionized construction contractors, this situation coupled with increased competition from other sectors has simply been devastating.

Any additional funding requirements that will add to construction costs will only be a deterrent for attracting new construction dollars to this Province. This obviously is an unacceptable situation for our industry. Likewise, we believe that most other industries are in a similar predicament, faced with budgetary restraints and stiff competition.

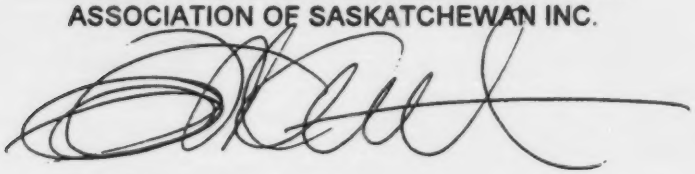
We believe that additional funds if required in future, would have to be obtained through innovative management of the apprenticeship system.

The above reflects the views of the unionized construction contractors in the Province of Saskatchewan. We applaud the Boards decision to undertake this review and look forward to actively participating in the process of shaping the future of apprenticeship training in our Province.

Respectfully submitted on behalf of the unionized construction contractors of Saskatchewan.

Yours very truly,

CLR CONSTRUCTION LABOUR RELATIONS
ASSOCIATION OF SASKATCHEWAN INC.



S.D.Matthews
President

cc: Members

This report has been prepared for the CLR Construction Labour Relations Association Of Saskatchewan Inc. by:

SHABBIR HAKIM
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SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

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REGINA, SASKATCHEWAN, S4T 3N3
TELEPHONE: (306) 525-0171
FAX (306): 347-8595

REFER TO FILE

23 October 1996

VIA FAX

Provincial Apprenticeship Board
Room 217
3085 Albert Street
REGINA, Saskatchewan
S4P 3V7

ATTENTION: Bob Guthrie

Dear Sir:

The Saskatchewan Construction Association (S.C.A.) Board of Directors passed a motion in support of the "Vision Statement" which the Provincial Apprenticeship Board (P.A.B.) has advanced as part of your discussion process.

S.C.A. supports the concept of more industry involvement in the whole Apprenticeship process. The S.C.A. Board also indicated their support of S.I.A.S.T. as the delivery point of training and encouraged the Provincial Apprenticeship Board to nurture their relationship with S.I.A.S.T.

S.C.A. recognizes the work P.A.B. has undertaken in this review process and recognizes the effort to include S.C.A. in this process and anticipates the opportunity to continue our involvement.

Yours truly,

SASKATCHEWAN CONSTRUCTION ASSOCIATION INC.

Manley McLachlan
Executive Director

MM/gs

A POSITION REPORT ON THE SASKATCHEWAN APPRENTICESHIP PROGRAM

Prepared by:

Government Relations Committee Chairman
Saskatchewan Automobile Dealers' Association

October 17, 1996

A POSITION REPORT ON THE SASKATCHEWAN

APPRENTICESHIP PROGRAM

BACKGROUND

Early this year the Federal Government gave notice to the provinces that they would, over a 3 year period eliminate funding for Post-Secondary Education.

Post-Secondary Education includes the following:

- Universities
- SIAST
- Community Colleges
- Apprenticeship Programs - 4,000 students

A reduction in funding has already impacted on the Apprenticeship program students in that:

a. Payment for the first 2 weeks of training has been eliminated from the U.I. program.
b. Travel allowances have been eliminated. A lodging allowance is in place which would appear to be open to massive abuse.

All of the people involved in the post-secondary sector started coming up with plans to support their positions, their funding allocations and the protection of their territory and bureaucracy.

a. Harold McKay was hired to do a report on the Universities.
b. Post-Secondary Education and Skills Training released a consultation paper in May 1996 **"Choices for a Saskatchewan Training Strategy."**
c. Saskatchewan Automobile Dealers' Association got involved this spring when SIAST released a white paper on their vision of how to change for the upcoming reductions. Without input from our industry, part of their solution impacting on the automotive technicians trade was to:

    i. Eliminate Moose Jaw as a training centre and locate entirely to Saskatoon.
    ii. Reduce placements for our sector from over 100 to 58.

d. In April 1996, the Saskatchewan Provincial Apprenticeship Board released a discussion paper, "Apprenticeship - A Model for Successful Occupational Training."
e. As late as August 1996, the Saskatchewan Provincial Apprenticeship Board released Discussion Paper #9, "The Future of Apprenticeship - An Industry Vision."

This paper proposes changes which will have "industry" pick up all of the shortfall in funding that will be allocated to the Apprenticeship Program. In addition, they are making "Industry" responsible for the training, administration, and management of the system.

> Refer to the Vision Statement - (Schedule I) which came from that report.
> Is this to be the Vision of the Provincial Apprenticeship Board?

This layer of administration will be an added level to the already complicated bureaucracy which exists - Schedule II. We have not seen or heard from anyone that the government is looking at its own structure as part of this change.

At present:

I. Trade Advisory Boards are not active. Apparently no meetings have been held with some groups in over a year.

ii. Trade Advisory Boards for technicians are not accountable to the employers and there is no employer representation from our industry.

iii. The Provincial Apprenticeship Board normally has 14 members and is now down to 10. Organized Labour represents 50% of the board. There isn't one active business owner on the board, and our industry is not represented on the Provincial Apprenticeship Board.

Everyone is getting into "the giving of advise" game. We have attended 2 meetings:

a. Regional Consultation Meeting in Regina put on by the Provincial Apprenticeship Board. This meeting asked for comments on their "Industry Vision Program."

b. The Saskatchewan Labour Force Development Board. This was a day seminar in Saskatoon, sponsored by the Post-Secondary Education Department. Approximately 200 - 300 people attended, representing the following groups:

Labour	Agriculture
Business	Education and Training
Metis	Women Referral Group
Equity Groups	Disabled
First Nations	Social Assistance
Youth	

Of all the above noted people or groups there were only 2 small businesses present to my knowledge.

Post-Secondary Education through the Provincial Apprenticeship Board apparently had a separate meeting with the Business Community in June of 1996. Our association was never advised of any such meeting or meetings.

OUR CONCERNS AND VIEWS

1. Funding reductions are going to be made over a 3 year period. This gives the provincial government a 3 year window to develop a logical and meaningful way to look at the present system and develop a new streamlined system.

2. The present system needs a total review, clean up and streamlining of the present government bureaucracy. We couldn't even get information of what the current cost is to educate a person going through the Apprenticeship Program. What are the administration costs of carrying the present Apprenticeship Program?

3. Who and on what basis is funding allocated to all parties. (ie: Universities, SIAST, etc.) We understand that the Apprenticeship Program receives the smallest amount of funding, and probably carries with it the lowest priority of all training. Graduates from the Apprenticeship Program (certainly in our industry) are all employed or employable, and stay in this province as tax paying citizens. Before the business sector (for the most part small business) is asked to pay for displaced revenues, the government must review where the training money is going and which group is getting the "best bang for the buck."

4. Business owners - employers at present do not have any or little input into the present system (ie. Through Board positions or having the say in Board appointees) at the Trade Advisory Board level.

5. It is our perception that the government is positioning themselves into a system which will be more confusing, more bureaucratic and less efficient. All of this will be done at a higher cost which will be born by apprentices and employers.

6. We are concerned that the Provincial Apprenticeship Board has forwarded a Vision statement that simply transfers the costs and management from government to industry. It would appear to this committee that the Vision of the Apprenticeship Board should insure that all Saskatchewan people have availability to quality training through the Apprenticeship Program in efficient cost effective manner.

OUR SUGGESTIONS AND RECOMMENDATIONS:

A. The Apprentice System and Training must be kept alive so that people can be educated enough that they can make a living and stay off welfare and unemployment.

B. The vision of the Apprenticeship Program should very simply focus on training people in Saskatchewan for a trade that will provide an opportunity for that individual to become productive and remain in Saskatchewan in an efficient cost effective manner.

C. Maintain the current system until the whole system can be reviewed. The Federal Government has given a 3 year window to properly address these problems and changes which are necessary. The present system needs a total review, clean up and streamlining of present government bureaucracy. Ensure that "piecemeal" changes from individual sectors are not made until a complete plan is established.

D. Now is also the time for the Provincial Government to review what segment of post secondary education gets what funding. Is the government eliminating funding for the segment which has the most efficient training programs for people who stay in the province?

E. The present bureaucracy is busy making recommendations for changes which protect their position. How can any reasonable decision come out of the direction coming from these resources?

F. Business - Employers Involvement

Business owners - employers at present do not have any (or little) input into the present system (ie. Through board positions or having the say in board appointees) at the trade or advisory level. Current input from business or employers at best is currently some degree of tokenism.

We suggest if you are coming to our industry for funding, YOU SHOULD HAVE A ORGANIZED PLAN WITH OUR INPUT.

SUMMARY

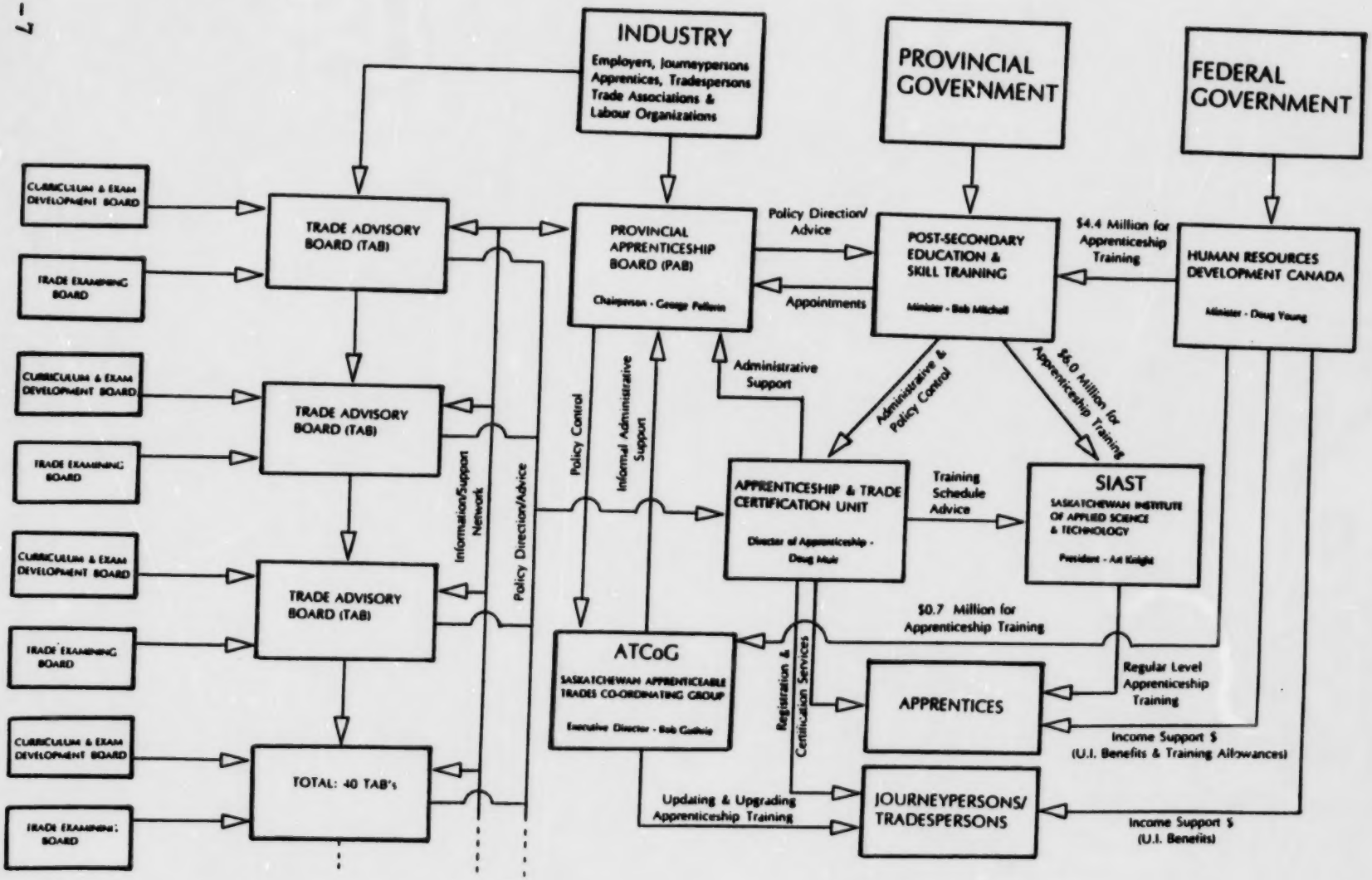
Establish a group of people independent from politics and the current bureaucracy but responsible to the minister to determine current costs, review the method of how funds are allocated, review the whole Apprenticeship Program as to its effectiveness, and recommend how the whole system can be streamlined.

VISION STATEMENT

Industry, through an independent accountable agency, takes responsibility for the apprenticeship training system in Saskatchewan, including development of innovative training delivery strategies, management of the system and allocation of the available funding for apprenticeship training.

Revised September 16, 1996

1995-96 SASKATCHEWAN APPRENTICESHIP SYSTEM: STAKEHOLDERS AND RELATIONSHIPS



Saskatchewan Provincial Building & Construction Trades Council
Affiliated with The Building Trades Department, A.F.L.-C.I.O.

President	Business Manager	Secretary
Edward Cowley	John MacLeod	Garry Kot
Saskatoon	Regina	Regina

October 24, 1996

Apprenticeship Renewal
Industry Steering Committee
Attention: Bob Guthrie
P.O. Box 846
Regina, Sask.
S4P 3B1

Dear Mr. Guthrie:

The Saskatchewan Provincial Building and Construction trades Council (SPB & CTC) supports the apprenticeship renewal process being undertaken buy the Provincial Apprenticeship Board (PAB) and the Trade Advisory Board (TAB) system. The SPB & CTC endorses a strong, direct role for industry in the management of the apprenticeship system.

At the same time, the SPB & CTC is pursuing a sectoral initiative for the construction industry which would assert industry's ownership and control of the apprenticeship system for the construction sector. In our view, the SPB & CTC sectoral initiative is compatible with the larger apprenticeship renewal process being guided by the PAB/TAB advisory system.

I am pleased, therefore to offer the SPB & CTC's support for the vision for the future of apprenticeship in Saskatchewan outlined in the PAB discussion paper titled The Future of Apprenticeship: An Industry Vision. I look forward to a continuing constructive dialogue about apprenticeship renewal.

Sincerely yours,

Ed Cowley
President

Saskatchewan

Saskatchewan
Women's
Secretariat

1914 Hamilton Street
Regina, Canada
S4P 4V4

October 8, 1996

Mr. Bob Guthrie
Provincial Apprenticeship Board
217 - 3085 Albert Street
Regina, Saskatchewan
S4P 3V7

Dear Mr. Guthrie:

Re: Response to Apprenticeship Renewal Consultation Meetings

I appreciated the opportunity to attend the Apprenticeship Renewal Consultation Meeting held in Regina on September 24, 1996. The meeting provided me with a better understanding of the issues facing the Apprenticeship Program, and it was interesting to learn about new initiatives such as the school-to-apprenticeship transition programs.

Over the years apprenticeship has proven to be an effective method of training for many people. Increasing the number of occupations with a significant proportion of women could be an effective means of increasing women's accessibility into the apprenticeship system. The hospitality industry food and beverage workers and customer service representatives are examples.

Other sources, such as women's organizations and educators, have previously documented the barriers which prevent women who would have the skills and aptitudes to be a tradesperson from entering and completing the program, and have presented options for overcoming these barriers.

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Therefore I will not go into detail here. I am enclosing the paper "Barriers to Training" prepared for the Canadian Federal, Provincial and Territorial Ministers Responsible for the Status of Women, which you may not have had the opportunity to see previously. The paper outlines the points to consider in making training programs more suitable to women.

It would be valuable to include access to apprenticeship by equity groups as part of the vision for the apprenticeship system. As is well known, demographic change will affect the pool of persons available to become apprentices in the future. It is important to look behond the "level playing field", where access to programs appears to be equal, and evaluate the final results, in new tradespersons.

At this time of major organizational change, it is most important that in adjusting apprenticeship to new conditions there be some mechanism put in place to ensure that equity issues are considered. Although many people do endeavour to include such consideration on an informal basis, a more formal structure gives a higher profile to the issues and prevents them from being lost among other pressing concerns.

Since the Provincial Apprenticeship Board already has a member representing women's equity issues, and has had members representing the concerns of people with disabilities and Aboriginal people involved with the Apprenticeship Board in the past, initiatives on equity would be a continuation of past efforts.

One option would be to create an equity committee which could outline the considerations needed in assessing new program design. The work of such a committee would continue through planning, implementing and monitoring the success of the new apprenticeship program. The committee could include representation from the groups which are currently outlined in employment equity programs in Saskatchewan: women; Aboriginal peoples, both First Nations and Metis; people with disabilities; and visible minorities. Another group which has difficulty in accessing education programs is people who live in rural or remote locations.

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The equity strategy which you mentioned would be a useful tool in guiding efforts to achieve accessibility and equity.

Positive moves in accommodating diversity can only serve to enhance the public profile of the apprenticeship program.

Please feel free to contact the Women's Secretariat if we can be of assistance.

Sincerely,

Joanne Havelock

Joanne Havelock
Project Officer

JH/jrm

Enclosure

SaskPower
10th Floor West
2025 Victoria Avenue
Regina, Saskatchewan S4P 0S1

October 28, 1996

Apprenticeship & Trades Certification Branch
Walter Scott Building
3085 Albert Street
Regina, Saskatchewan S4P 3V7

Attention: Bob Guthrie

Re: Apprenticeship Renewal

SaskPower would like to thank you for the opportunity of meeting with both of the representatives from the Steering Committee.

We agree ....

1. .... that future (as early as '97) funding cuts are on the way.

2. .... that greater flexibility and accountability by both SIAST and the Administrative body are required.

3. .... that there is a need to be innovative in the way that Apprentices are trained.

4. .... that the "new direction" must be done in conjunction with all stakeholders.

We also realize that at present there is no distinct plan or direction to comment on.

Based on what we have heard to date, we do have the following general concerns:

1. What innovative administrative streamlining is planned as opposed to having all the innovation and change take place in the way Apprentices are trained?

2. If SIAST already operates at arms length from the Government and is deemed inflexible, what guarantees are there that the proposed new board, also operating at arms length, will not suffer from the same inflexibility?

3. Could the current structure do more to put pressure on the Training supplier to meet the needs of Apprentices and Employers?

4. Does accountability change with the formation of a new board? The current accountability should be to the Trades and the Government, as should any future administrative body that receives Government Funding and delivers a service to the Trades as an end user.

5. Are there too many trades at present? Is it advisable to "market" the Apprenticeship program to increase the number of trades in the light of reduced resources?

6. Does the I.P. meet all trades needs?

7. Will reduced funding affect the quality of programs?

8. The worst case/best case scenario for funding would be in the following range: 1.5 m - 6 m. Is this sufficient to have an effect on making SIAST more responsive if a Board holds these funds? If SIAST is heavily into the business of marketing training, and appears to be quite successful at it, we are concerned that these are insufficient funds to attract SIAST to commit to short term, high cost equipment based programs that may require added Instructors, Instructor overtime, ongoing curriculum, and equipment upgrading and that they may well defer to more cost effective and lucrative means of income at the expense of Apprenticeship Training.

9. That Employers be given the opportunity to weigh the costs of innovation in delivery; particularly those considering future negotiated contracts with Employees.

At present these are our general concerns and we await a copy of the proposal currently being prepared by the Committee. We would also like the opportunity of further discussion, on perhaps more concrete points, once the Proposal is made available.

Once again, thank you for your time.

John Wadsworth

John Wadsworth
c/c Stan Slotsve
Dave Braun
Curtis Richet
Dave Woytuik
Garner Mitchell

(s:\vnt961023)

SIAST
SASKATCHEWAN INSTITUTE OF
APPLIED SCIENCE AND TECHNOLOGY

Office of the President

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1401 - 606 Spadina Crescent East
Saskatoon, Saskatchewan S7K 2H6
Fax: (306) 933-7323
Phone: (306) 933-7328

October 15, 1996

Mr. Bob Guthrie
Executive Secretary
Saskatchewan Provincial Apprenticeship Board
P.O. Box 846
Regina, Saskatchewan
S4P 3B1

Dear Mr. Guthrie:

We very much appreciated the opportunity to meet with the Apprenticeship Renewal Industry Steering Committee. In response to the request of the Committee, I am pleased to reaffirm the remarks I made at the meeting, setting out SIAST's commitment to work cooperatively with industry in developing new approaches to apprenticeship.

I am also pleased to confirm our acceptance of the Steering Committee's invitation to participate in the development of its final report and recommendations. As indicated in our subsequent telephone conversations, in addition to Mr. Dudgeon, Dr. Neil Clarke, Principal, Palliser Institute, and Mr. Al Douglas, Dean of the Industrial Division, Palliser Institute, and I will be pleased to represent SIAST in those discussions. I can also confirm that we will be able to attend the meeting scheduled for Regina on Wednesday, October 30.

SIAST recognizes the significant role of industry in apprenticeship training and in the current reexamination of this system. We enthusiastically endorse the six principles enumerated in the draft Industry Vision Paper. The SIAST strategic plan, shared with the Provincial Apprenticeship Board some time ago, speaks clearly to the commitment to apprenticeship, to innovation and to improved partnerships with industry. The challenges of impending funding cuts provide us with an opportunity to apply these principles in a very practical way.

In the current model, industry itself clearly provides, in the workplace environment, the most substantial proportion of training. In addition, the curriculum and national standards are set by industry. SIAST's contribution, through the formal but practical training delivered in the institutional setting, allow us to bring our training expertise and

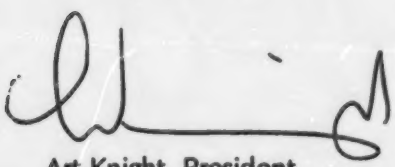
. . . 2

facilities to this partnership. As I mentioned at our meeting, apprenticeship training makes up about 16% of our activity and the program utilizes core funding to the extent of $1.5M more than the nominal amount provided for apprenticeship itself. There are significant elements of a "contractor" role in SIAST's participation in the apprenticeship system.

SIAST is open to innovation and new approaches and we acknowledge the imperative of enhanced flexibility and responsiveness. We need the important input and advice from industry to ensure that we are effective in our contribution to this training system. To achieve that objective we want to work cooperatively with industry, and with your committee colleagues in the first instance in designing a new model that we can enthusiastically recommend to government.

My colleagues and I are confident that it will be possible to achieve a highly effective redesign of the apprenticeship training system and we look to being able to pursue this objective jointly.

Sincerely yours,



Art Knight, President

cc: Mr. Paul J. Dudgeon, Vice-Chair
SIAST Board of Directors
SIAST Institute Principals

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October 15, 1996

Mr. Bob Guthrie
Executive Secretary
Saskatchewan Provincial Apprenticeship Board
P.O. Box 846
Regina, Saskatchewan
S4P 3B1

Dear Mr. Guthrie:

Thank you for inviting SIAST to the consultation with the Apprenticeship Renewal Industry Steering Committee. We appreciated the opportunity to meet the members of the Committee and share ideas. I look forward to our continued co-operation with you as we work towards a renewed paradigm for apprenticeship in Saskatchewan.

Industry must play a key role in any renewed apprenticeship model and the industry-driven consultation process you are undertaking will strengthen the outcome. We look forward to joint participation with you because we know that through close collaboration with employers and associations, our organizations can all develop in new directions. We welcome change that will allow us to construct a new role for SIAST in a renewed apprenticeship model.

You asked us for the names of the SIAST representatives to your committee process. I am pleased to tell you that both Dr. Knight and I will personally participate in this process. Dr. Knight will be in touch with you regarding the additional SIAST representatives.

Sincerely,

Paul J. Dudgeon
Vice Chair
SIAST Board of Directors

PJD/jma

cc: Art Knight, President
Dan Perrins, Deputy Minister,
Post-Secondary Education and Skills Training

Apprenticeship Renewal - A Workable Alternative

A paper prepared by several employees of the

Apprenticeship and Trade Certification Unit

Preamble

The Apprenticeship and Trade Certification Unit, its employees, and the industry partners it serves, have been subjected to organizational change, funding cuts, internal pressures and unprecedented expansion in the number of trades over the last eighteen years. These changes have placed unreasonable expectations and great challenges on the staff and industry partners. Consider these points:

- the number of apprentices has increased from approximately 3200 in 1987 to over 4000 today;
- overall, the unit has lost a third of its staff and budget since 1990, while industry needs and expectations are growing;
- unit staff have been diverted from their regular work to handle the expanding number of trade advisory board meetings, work formerly performed by a now-abolished managerial position.

The recent proposal from the Provincial Apprenticeship Board offers a vision which is thought provoking. However, concerns by industry, training partners and staff indicate that there is not a good understanding of what is proposed and that people are not comfortable with the proposal as it now sits. There are more choices than either the status quo or the PAB proposal.

Most recent reviews of the apprenticeship system automatically assume that there is something wrong. When that approach is put forward, people who are asked to provide input automatically react by going into a negative mode and agreeing. If a positive approach were ever to be taken, the result would likely be a great vote of support for how a tiny unit and wide-spread industry support have successfully trained thousands of apprentices and certified thousands of journeypersons over the last fifty years. That approach, sadly, is never taken.

The PAB has circulated a vision statement and held a public and private consultation process throughout the province. Our paper proposes a variety of specific actions which can be done to achieve a stronger apprenticeship system within the existing framework.

Proposals

1. Unit Autonomy

Since 1978, the apprenticeship unit has been subjected to organizational stresses. The unit has been a part of at least 15 organizational reorganizations; while most of these have had no effect on the unit's operations, some have been disastrous and have had to be completely reversed at a later date. In spite of this, the principles of internal operations are essentially the same today as they were in 1978. Considerable time and resources have been expended during these exercises, which would have been better spent on improving and expanding the program administration.

As part of Post-Secondary Education and Skill Training, the apprenticeship unit must respond to issues arising from within the department. Changes in senior management positions in the department result in new people who do not fully understand the apprenticeship system and its needs. Decisions made at that level have an effect on apprenticeship unit operations. In the meantime, there is a program with 4,000 apprentices, thousands of employers and countless tradespeople which needs to be administered on a day to day basis without interruption; this point is frequently lost.

It is time for the apprenticeship branch, a unique unit within government, to find its own place within government. The basis for this is a direct reporting relationship to the deputy minister, independent of the rest of the department; and a reliance on input and direction from industry through an improved PAB/TAB system.

2. Authority

i) The apprenticeship program is unique among government programs in Saskatchewan. Unlike universities, regional colleges or SIAST, the apprenticeship program trains thousands of people in many occupations every year but has no physical presence or corporate identity. To echo the Provincial Apprenticeship Board's concerns, when the money for education is divvied up every year the apprenticeship system with its 4,000 learners is not there. **The apprenticeship system needs the authority to be present when these decisions are made and to receive fair funding.**

ii) Every year, thousands of dollars are collected by the apprenticeship unit as fees charged for examinations and registration of apprenticeships. These funds become part of the general revenue of the province and are not returned to the apprenticeship system. For example, in recent years the number of trade advisory board meetings has dramatically increased as part of government's commitment to its industry partners while no increased funding has been provided to cover this cost. **If apprenticeship revenues were returned to the unit, funds from fees could cover the cost of advisory board meetings; industry would be directly funding the cost of board activities.**

iii) The funding for technical training is not a part of apprenticeship budgeting in Saskatchewan. The apprenticeship system has little discretionary ability to withhold funds or direct them to alternative training methods or agencies. This makes it very difficult to drive changes where they are identified, both in "repairing" problem programs or in trying out initiatives in new training methods and delivery structures. **The unit, on the advise of its industry partners through the PAB and TAB structures, should be given decision making power and responsibility over the training budget.**

3. **Industry Involvement**

Recent proposals suggest that industry should take a more proactive approach to apprenticeship training. This is a "motherhood and apple pie" statement which is easy to accept at face value. However, reaction by industry at the PAB's public meetings indicates that the implications are not understood. Tradespeople need clarification and specifics.

Consider:

- the Northern Apprenticeship Committee, an industry board developed to handle the apprenticeship affairs of northerners, was in a position where it had to position itself to fulfill its mandate. Industry was asked to fund half the cost of operating the committee; industry has not made the necessary financial commitment.
- The appointment of trade advisory board members has become a political process rather than an industry process. TAB member participation and commitment has been inconsistent.
- The biggest commitment industry makes to the apprenticeship training system is the promise to deliver adequate on-the-job training to learners. While most industry people recognize this principle, few actually understand the need to structure job experiences with an apprentice's learning needs in mind.

To expand industry's role is a step which is needed - but not at the cost of affecting the entire program due to poor understanding or inability to commit industry resources or time. Additionally, many industry people have expressed an opinion that they do not want to participate in any operational capacity, as they consider that to be government's role. **Industry needs to understand what is expected of it, to decide how much of a role it wants to play, and to communicate that decision to government. This may have to be done at a trade by trade, or even local, level.**

4. Provincial Apprenticeship Board

The demands placed on the apprenticeship unit are echoed in the PAB. As the representatives of industry, the board and its chair have been increasingly called upon to attend meetings, react to initiatives, and participate in all sorts of processes and event. The board only meets formally a few times a year, and in the main is made up of people with full time jobs of their own.

The board is being forced to deal with 1990's issues using a 1950's framework. The board needs the ability to react in a timely manner in a way which both serves the apprenticeship system and does not place undue hardship on PAB members. **To do this, the PAB needs to be recognized in the unit's budget; to have a part-time support personnel to officially assist it; and to receive the authority to act officially and deal with the matters placed before it.**

5. Legislation

The present regulations were developed in 1984 and implemented in 1986. As they stand they serve the apprenticeship system very well. However, developments in training and in designation require changes that the drafters of the regulations could not have foreseen. **The Act and Regulations need to be updated as quickly as possible, to allow for, among other things, the right to designate occupations and the ability to initiate more innovation in training delivery and funding.**

6. Budget

i) Internal: Since 1991, the numbers of trades has increased substantially; interprovincial training and certification programs have expanded; and industry requests for service have grown. In response, the apprenticeship unit staff has dropped by a third and its budget has also been reduced by a third. **If the unit is to meet industry's needs and operate efficiently, the funding and staffing levels need to be restored to pre-1991 levels.**

ii) Training: The federal government's withdrawal from direct funding has raised many questions. SIAST perceives this as a $4 million-plus shortfall in apprenticeship funding. It would be better perceived as a $4 million reduction in SIAST's budget for overall operations, apprenticeship training being an important part of these. **Until such time as the apprenticeship system gains control over its training budget, the province needs to clarify this situation and reaffirm that more than $6 million of SIAST's budget is intended for apprenticeship training purposes.**

7. A Commitment to Excellence

The present system works and works very well. It has been unfairly attacked as rigid and unchanging, but has in fact been in a continual evolutionary process. It has piloted a variety of unique training innovations and designated trades in areas which never would have been considered five years ago. Employers and apprentices are happy with the program and continue to support it, as the growing numbers of apprentices attest. In general, apprentices are happy with the training they receive at schools, and industry participates in and supports an ongoing process of renewal.

People in Saskatchewan have faith in the program, its administrators and its board structures. Many of the system's challenges are from within. The boards and apprenticeship unit need to run a program while having the ability to respond to new issues, resolve problems and undertake new initiatives. **What is needed is a retooling, giving the apprenticeship unit and the industry boards at all levels the ability to deal with the challenges they face.**

APPRENTICESHIP RENEWAL

DISCUSSION ISSUES & QUESTIONS

I. INNOVATIVE APPRENTICESHIP TRAINING DELIVERY

- Do you think apprenticeship training delivery will need to change to adapt to new circumstances? __ YES __ NO
- If YES, what kind of changes or innovation do you think should be considered? Who should make the decision on changing training delivery?

_____

_____

_____

- If NO, how should the system cope with the demands which are placed upon it?

_____

_____

_____

II. APPRENTICESHIP GOVERNANCE (ADMINISTRATION & MANAGEMENT)

- Do you think industry (as broadly defined) should take a more direct and active role in managing the apprenticeship system? __ YES __ NO
- If YES, do you support creation of an independent, industry agency to co-ordinate this function? __ YES __ NO

  If you have an alternative suggestion for how industry could exert more direct influence, please describe it here.

_____

_____

- If NO, how do you think apprenticeship should be managed/co-ordinated?

_____

_____

_____

III. ALLOCATION OF FUNDING FOR APPRENTICESHIP TRAINING

- Do you think industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds? __ YES __ NO
- If YES, what would the appropriate mechanism for taking direct responsibility be?

_____

_____

_____

- If NO, who should have authority to allocate funds for apprenticeship training?

_____

_____

_____

(OVER)

IV. A VISION FOR THE FUTURE OF APPRENTICESHIP

- Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the Provincial Apprenticeship Board discussion paper? __ YES __ NO

- If YES, do you agree that the Provincial Apprenticeship Board/Trade Advisory Board system as representatives of industry should strongly pursue the agenda? __ YES __ NO

  If you think some other representatives of industry should pursue this vision, please identify your alternative here:

  _____

  _____

- If NO, do you have an idea or suggestion for an alternate vision for apprenticeship renewal, taking into account the changing environment in which apprenticeship operates? (Use additional sheets if necessary.)

  _____

  _____

  _____

  _____

  _____

- Whether you basically agree or disagree with the vision, do you have any concerns that you want to raise and have addressed through this consultation process? __ YES __ NO

  If YES, please state your concerns here.

  _____

  _____

  _____

V. OTHER

Please use this space to make any comments you wish, concerning apprenticeship renewal, the PAB/TAB consultation process, or any other relevant matter. (Use additional sheets if necessary.)

_____

_____

_____

Please leave this paper with the meeting organizers to ensure that your views are taken into account in the apprenticeship renewal process. If you wish to forward this response form later, please send it to:

ATTENTION: Bob Guthrie
P.O. Box 848
REGINA, Saskatchewan
S4P 3B1
Facsimile: (306) 787-5105

NAME: _____

ADDRESS: _____

_____

PHONE: _____ FAX: _____

REGIONAL CONSULTATION MEETINGS

Tisdale, September 10, 1996

Present

17 participants plus Bob Guthrie, Marie Fenwick and Doug Muir

Background of Participants (Estimates)

Apprentices – 5
Journeypersons/Tradespersons – 3
Employers – 6
Training Institutions – 2
Equity – 1

Response Sheets and Discussion Results (15 Total)

1. *Do you think training delivery will have to adapt to new circumstances?*

   Yes – 14 No – 0 N/A – 1

   If YES, what kind of changes or innovation do you think should be considered?

   - more training in the workplace/at home/on weekends – 7
     - for métis the classroom time has to be decentralized
   - more use of technology – 3
   - employers should have some guarantee that apprentices will not leave immediately after training – 3
   - everyone involved should participate in training – 2
   - industry should have the option of finding the delivery agent that meets its needs – 1

   Who should make the decision on changing training delivery?

   - PAB, TAB and the provincial government – 1
   - PAB, TAB, the provincial government and training institutions – 1
   - people in the trade with guidance from government and the institutes – 1

2. *Should industry take a more direct and active role in managing the apprenticeship system?*

   Yes – 15 No – 0 N/A – 0

   a) *If YES,* do you support the creation of an independent industry agency to co-ordinate this function?

   Yes – 9 No – 4 N/A – 2

b) Alternative suggestions for how industry could exert more direct influence.

- through the current TAB/PAB system if it is made more effective (holds more meetings, communicates with members more effectively) — 4
- through local examining boards — 1
- agency composed of government and industry representatives — 1
- if industry invests more they will want more say — 1

3. *Do you think industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds?*

Yes — 8 No — 3 N/A — 4

a) If YES, what would the appropriate mechanism for taking direct responsibility be?

- a non-partisan group composed of government, industry and training institutes — 2
- an industry board — 1
- industry with guidance/policing by government — 1

b) If NO, who should have the authority to allocate funds for apprenticeship training?

- the provincial government — 1
- SIAST — 1

4. *Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the PAB discussion paper?*

Yes — 11 No — 3 N/A — 1

- as long as there is government observation to ensure fairness — 1

a) If YES, do you agree that the PAB/TAB system as representatives of industry should strongly pursue the agenda?

Yes — 11 No — 0 N/A — 4

c) If NO, do you have an idea or suggestion for an alternative vision for apprenticeship renewal?

- keep control with the Director of Apprenticeship — 1

5. *Other concerns*

- stronger promotion of the trades (in schools) — 3
- promotion of trades directly (literature, bursaries) — 1
- specialized training outside of SIAST should receive some government funding — 1
- more aboriginal/métis involvement in the system — 1
- paid tuition courses could benefit the system — should keep an open mind about this — 1
  - apprentices should take more responsibility for their own training
- going away for eight weeks is not too much to contribute to your education — 1

REGIONAL CONSULTATION MEETINGS

Prince Albert, September 11, 1996

Present

50 participants plus Bob Guthrie, Marie Fenwick, Doug Muir, Mike Wright and Don Barilla

Background of Participants (Estimates)

Apprentices — 4
Journeypersons/Tradespersons — 10
Employers — 16
Training Institutions — 20

Response Sheets and Discussion Results (19 Total)

1. *Do you think training delivery will have to adapt to new circumstances?*
   Yes — 19 No — 0 N/A — 0

   If YES, what kind of changes or innovation do you think should be considered?

   - more local delivery/on site delivery — 8
   - more competency based training — 3
   - more coring — 3
   - more workplace based training — 2
   - user demand — 2
   - prior learning assessment — 2
   - more use of multi media (satellite, etc.) — 1
   - training should be focussed in one location to be more cost effective — 1
   - tuition — 1
   - be open to all ideas — 1
   - education tax credit for employers — 1
   - Technical-Vocational courses must be treated as equal to academic courses — 1
   - don't want to see more specialization — 1

   Who should make the decision on changing training delivery?

   - industry — 9
   - training institutes and industry — 1
   - post-secondary, secondary, industry and government — 1
   - all parties involved (PAB, SIAST, unions and industry) — 1

2. *Should industry take a more direct and active role in managing the apprenticeship system?*

Yes – 16 No – 3 N/A – 0

a) *If YES,* do you support the creation of an independent industry agency to co-ordinate this function?

Yes – 12 No – 3 N/A – 4

b) *Alternative suggestions for how industry could exert more direct influence and concerns about the independent agency.*

- only support this if current system is replaced/do not want another layer of bureaucracy – 5
- concern that the body is fair / must be controlled by a neutral group to ensure that specific interest groups do not exert too much pressure / fear of strong lobby in one area (unions, larger trades) – 5
- accountability of new body?
  - to whom/how will it be accountable – 4
- strengthen PAB/TAB system – 1
- only support this if more stakeholders are consulted/must be truly representative – 1
- concern that industry may not be able to organize this body – 1

c) *If NO,* how do you think apprenticeship should be managed/co-ordinated?

- through current TAB/PAB system – 3
- SIAST must be consulted – 1

3. *Do you think industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds?*

Yes – 14 No – 4 N/A – 1

a) *If YES,* what would the appropriate mechanism for taking direct responsibility be?

- committee representing all trades – 2
- elected industry board – 2
- TABs, students and institutes – 1

b) *If NO,* who should have the authority to allocate funds for apprenticeship training?

- Director of Apprenticeship / government – 2
- fear that if industry controls funding they will affect what is being taught in the trade schools – 1

4. *Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the PAB discussion paper?*

Yes – 14 No – 4 N/A – 1

a) *If YES,* do you agree that the PAB/TAB system as representatives of industry should strongly pursue the agenda?

Yes – 12 No – 3 N/A – 4

b) *Alternative representatives of industry?*
- need a more broadly representative group – 1

c) *If NO,* do you have an idea or suggestion for an alternative vision for apprenticeship renewal?
- see what other provinces are doing – 1
- look at ways of saving money in education – 1

5. *Other concerns*
- "don't fix what isn't broken" – 5
- TABs should be much more involved – 5
- support for the Red Seal must continue / national standards must be maintained – 4
- talk to more tradespeople not degree people – 1
- this may be a good opportunity to improve communications with present/past apprentices to get their input – 1

REGIONAL CONSULTATION MEETINGS

Lloydminister, September 17, 1996

Present

19 participants plus Bob Guthrie, Marie Fenwick and Doug Muir

Background of Participants (Estimates)

Apprentices — 4
Journeypersons/Tradespersons — 6
Employers — 7
Training Institutions — 2

Response Sheets and Discussion Results (7 Total)

1. *Do you think training delivery will have to adapt to new circumstances?*

   Yes — 7 No — 0 N/A — 0

   If YES, what kind of changes or innovation do you think should be considered?
   - more accessible — 2
   - tuition — 2
   - more of the training done on apprentices' time (ie. correspondence) — 1
   - more interprovincial certification — 1
   - content must be more up to date (currently it is not) — 1
   - better break down between theory and practical — 1
   - don't want to see total number of institutional hours shortened because there is lots of material that is not covered correctly now — 1
   - don't eliminate pre-employment — 1
   - more coring — 1
   - need to ensure instructors are qualified — 1

2. *Should industry take a more direct and active role in managing the apprenticeship system?*

   Yes — 6 No — 1 N/A — 0

   a) *If YES,* do you support the creation of an independent industry agency to co-ordinate this function?

      Yes — 6 No — 0 N/A — 1

   b) *Alternative suggestions for how industry could exert more direct influence.*
      - should lobby the government from all possible angles to encourage their support for the apprenticeship system — 1

c) *If NO,* how do you think apprenticeship should be managed/co-ordinated?

- through the current TAB/PAB/government system — 1

3. *Do you think industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds?*

Yes — 5 No — 1 N/A — 1

a) *If YES,* what would the appropriate mechanism for taking direct responsibility be?

- accountable industry agency — 4
- special interest groups should not be in control — 2
- board would have to adhere to strict guidelines to ensure that their sector is not gaining from their involvement on the board — 1

b) *If NO,* who should have the authority to allocate funds for apprenticeship training?

- a management board of directors — 1

4. *Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the PAB discussion paper?*

Yes — 7 No — 0 N/A — 0

a) *If YES,* do you agree that the PAB/TAB system as representatives of industry should strongly pursue the agenda?

Yes — 7 No — 0 N/A — 0

5. *Other concerns*

- don't want to see special interest groups dominate — 6
- renewal process must be kept in the open — 3
- apprenticeship works really well — must ensure renewal is an improvement not just empire building — 2
- to whom/how will the board be accountable? — 1
- changes must be cost saving — 1
- entrance exams should be required — 1
- need more time to review proposal — 1
- training and certification standards must be maintained — 1
- need way to check competency of instructors — 1
- is industry willing/capable of doing this? — 1
- apprenticeship branch should operate separate from government — 1
- need to keep our experienced knowledgable people working for the system throughout this change process — 1
- branch needs to become more aggressive in its recruitment of new apprentices — 1
- it would be helpful to have more information on the tourism example to see how this could work for apprenticeship — 1

REGIONAL CONSULTATION MEETINGS

North Battleford, September 18, 1996

Present

23 participants plus Bob Guthrie, Marie Fenwick, Doug Muir and Mike Wright

Background of Participants (Estimates)

Apprentices – 1
Journeypersons/Tradespersons – 11
Employers – 7
Training Institutions – 4

Response Sheets and Discussion Results (6 Total)

1. *Do you think training delivery will have to adapt to new circumstances?*

   Yes – 5 No – 1 N/A – 0

   If YES, what kind of changes or innovation do you think should be considered?

   - lengthen training days to shorten duration of technical training – 1
   - each trade should consider the different options available to them – 1
   - changes should be made slowly and cautiously – 1

   Who should make the decision on changing training delivery?

   - industry with input from SIAST – 2

2. *Should industry take a more direct and active role in managing the apprenticeship system?*

   Yes – 5 No – 1 N/A – 0

   a) *If YES,* do you support the creation of an independent industry agency to co-ordinate this function?

   Yes – 6 No – 0 N/A – 0

   b) *Alternative suggestions for how industry could exert more direct influence.*

   - new system must be small and efficient – 1

   c) *If NO,* how do you think apprenticeship should be managed/co-ordinated?

   - status quo/industry should have a say but not manage – 1

3. *Do you think industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds?*

Yes – 5 No – 1 N/A – 0

a) *If YES,* what would the appropriate mechanism for taking direct responsibility be?

- a completely independent group accountable to industry – 1
- must be fair and equitable (powerful groups and trades must not dominate) – 1
- joint control by industry and government – 1

b) *If NO,* who should have the authority to allocate funds for apprenticeship training?

- PAB – 1

4. *Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the PAB discussion paper?*

Yes – 5 No – 1 N/A – 0

a) *If YES,* do you agree that the PAB/TAB system as representatives of industry should strongly pursue the agenda?

Yes – 5 No – 0 N/A – 1

c) *If NO,* do you have an idea or suggestion for an alternative vision for apprenticeship renewal?

- funding is the only problem/let the PAB and government deal with this – 1

5. *Other concerns*

- a few major trades will dominate – 2
- extreme specialization should be handled trade by trade – 1
- quality of training must not be affected – 1
- majority of training should remain at SIAST – 1
- system works well now/don't fix what isn't broken – 1

REGIONAL CONSULTATION MEETINGS

Saskatoon, September 19, 1996

Present

115 participants plus Bob Guthrie, Marie Fenwick, Doug Muir, Mike Wright and Carol Lumb (acting as facilitator)

Background of Participants (Estimates)

Apprentices — 25
Journeypersons/Tradespersons — 24
Employers — 25
Training Institutions — 40
Equity — 1

Response Sheets and Discussion Results (30 Total)

1. *Do you think training delivery will have to adapt to new circumstances?*

Yes — 25 No — 6 N/A — 3

If YES, what kind of changes or innovation do you think should be considered?

- industry needs more control over curriculum, training schedules, etc — 6
- more distance delivery — 5
  - would make it easier for women and minorities — 1
- depends on the trade — 4
- more flexibility (locations, times, etc.) — 4
- keep material current — 3
- shorten time at institute — 3
- tuition — 3
- use of new technology (satellites, etc.) — 2
- funding for programs should be based on skill shortages — 2
- industry, including apprentices, have to become more accountable for their training — 1
- more effective and efficient — 1
- make student loans available — 1
- more module delivery — 1
- AB, MB and SK joint delivery — 1
- take training to the job — 1
- more national standards — 1
- off-peak school times — 1
- there should be more opportunities for private companies to deliver training — 1
- higher entrance standards — 1
- have to listen to TABs — 1

- must conform to national standards — 1
- forecast the areas where trained people will be needed — 1
- should have more specialization — 1

Who should make the decision on changing training delivery?

- TABs (industry) — 3
- employers, employees, PAB — 2
- industry should have direct control not just advisory — 1
- less government involvement — 1

If NO, how should the system cope with the demands placed on it?

- increase taxation to raise money — 1

2. *Should industry take a more direct and active role in managing the apprenticeship system?*

Yes — 24 No — 5 N/A — 3

a) *If YES,* do you support the creation of an independent industry agency to co-ordinate this function?

Yes — 11 No — 12 N/A — 8

b) *Alternative suggestions for how industry could exert more direct influence.*

- apprentices should have more say — 3
- current proposal is a job creation technique — 1
- should get more advice from tradespeople not expand number of people in management — 1
- TABs already have this power — 1

c) *If NO,* how do you think apprenticeship should be managed/co-ordinated?

- status quo (current TAB/PAB system) — 7
  - industry could never agree — 1
- strengthen existing board structure — 5
- government must remain involved — 1

3. *Do you think industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds?*

Yes — 15 No — 13 N/A — 2

a) *If YES,* what would the appropriate mechanism for taking direct responsibility be?

- industry control with government checks to ensure funds are distributed fairly — 3
- need to fight more effectively for our share of government funding — 2
- need more concrete information before I could support this — 1
- through TABs — 1
- similar to health boards/some elected some appointed — 1
- an industry board — 1

b) *If NO,* who should have the authority to allocate funds for apprenticeship training?

- status quo — 3
- PAB/TAB system — 2
- apprenticeship branch — 2
- apprenticeship branch and SIAST — 1
- unemployment insurance — 1
- should continue with government system to ensure fairness, avoid conflict and keep national contact — 1
- improve the current system don't duplicate it — 1

4. *Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the PAB discussion paper?*

Yes — 16 No — 11 N/A — 3

a) *If YES,* do you agree that the PAB/TAB system as representatives of industry should strongly pursue the agenda?

Yes — 14 No — 11 N/A — 3

- not enough information at this point to agree — 1

b) *Alternative representatives of industry?*

- poll apprentices to see what they want — 1

c) *If NO,* do you have an idea or suggestion for an alternative vision for apprenticeship renewal?

- the current system should be strengthened/more effectively implemented — 5
- need more alternatives to consider — 1
- cut back 8 weeks of training — 1

5. *Other concerns*

- not another level of bureaucracy — 6
- fear of strong sectors dominating — 5
- apprentices should pay tuition — 4
- standards must be maintained — 4
- funding to trades should be determined by demand — 3
- re: funding — "the squeaky wheel gets the grease."
- information from PAB/TABs (and other information re: apprenticeship) needs to be distributed — 3
- TABs should be elected not appointed — 3
- need more time to consider this — 2
- need changes at high school level to encourage more students to pursue apprenticeship — 2
- identify problem areas and let the apprenticeship branch fix them — 2
- apprenticeship should be part of broad government training strategy — 1
- industry will be too splintered to do this and apprenticeship will be destroyed — 1
- all trades should pay their fair share for education — 1
- must keep process open — 1
- apprenticeship must remain accessible and affordable — 1
- more interprovincial certification — 1
- for apprenticeship to thrive it must continue to expand and include more new trades — 1

- concern that this may result in further loss of government funds – 1
- need equity representation at the governing level – 1
- follow STEC example – 1
- doubt if industry people can pull together to do this – 1
- need more concrete ideas/information not just a vision – 1
- apprentices should be included – 1
- branch field staff need more funds to do their job properly – 1
- the vision would be too costly – 1
- assistance should be available to get new apprenticeship programs up and running – 1

Criticisms of the process:

- why does ATCoG have such a large influence in this process?
- steering committee member should have chaired the meeting – 2
- an independent committee should have been overseeing this process not a stakeholder who could benefit from the report they submit – 2
- no one was taking notes – 2
- TABs should be taking this initiative – 1
- how is an unbiased decision going to be made when Bob Guthrie has a direct stake in the outcome? – 1
- don't like the procedure of how the forms were handed out and could be sent in – where is the quality control? – 1
- all trades need a voice in this process – 1
- would have been better to hear more from industry at the meeting – 1

REGIONAL CONSULTATION MEETINGS

Swift Current, September 23, 1996

Present

18 participants plus Bob Guthrie, Marie Fenwick, Doug Muir and Deanna Dawson

Background of Participants (Estimates)

Apprentices – 1
Journeypersons/Tradespersons – 7
Employers – 9
Training Institutions – 1

Response Sheets and Discussion Results (11 Total)

1. *Do you think training delivery will have to adapt to new circumstances?*
   Yes – 11 No – 0 N/A – 0

   If YES, what kind of changes or innovation do you think should be considered?

   - more use of technology (computers, satellite, CD-ROM) – 8
   - should better meet the needs of the trade/more responsive – 2
   - need more commitment from the apprentices – 2
   - less classroom time – 1
   - more local delivery – 1
   - share costs/training with other provinces – 1
   - recruit apprentices from work and schools – 1
   - needs to be current, relevant, flexible and adaptable – 1
   - industry should decide how, when and where training is delivered to meet their needs – 1
   - more coring – 1

   Who should make the decision on changing training delivery?

   - industry through TABs – 4

2. *Should industry take a more direct and active role in managing the apprenticeship system?*

   Yes – 9 No – 0 N/A – 2

   a) *If YES,* do you support the creation of an independent industry agency to co-ordinate this function?

   Yes – 9 No – 1 N/A – 1

b) *Alternative suggestions for how industry could exert more direct influence.*

- need more communication — 2
- agree with above statement with reservation
  - have to have a guarantee that it does not become a system of competing vested interests — 1
  - only if it replaces the existing system — 1
  - has to be accountable back to industry — 1
  - trades must make their own decisions and not have decisions forced on them by other trades — 1
- industry needs more control/input over what apprentices are being taught — 1

3. *Do you think industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds?*

Yes — 10 No — 1 N/A — 0

a) *If YES,* what would the appropriate mechanism for taking direct responsibility be?

- needs to be accountable/fair to ensure that the needs of all the trades are met — 6
- needs to be set up in a way to encourage the trades to be cost effective — 2
- each sector should be represented — 1
- apprentices should contribute financially — 1

b) *If NO,* who should have the authority to allocate funds for apprenticeship training?

- industry and government with government as senior partner to ensure that all trades are treated equally — 1

4. *Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the PAB discussion paper?*

Yes — 11 No — 0 N/A — 0

a) *If YES,* do you agree that the PAB/TAB system as representatives of industry should strongly pursue the agenda?

Yes — 9 No — 0 N/A — 2

b) *Alternative representatives of industry?*

- government should remain involved — 2

5. *Other concerns*

- make sure all industries are treated equally — 3
- must ensure consultation with industry continues right through the entire process — 3
- there needs to be more communication within industry — 1
- make sure standards are not diluted — 1
- the time is right for change and this is a good first step in implementing that change — 1
- if these changes don't occur soon is there another way to make SIAST more accountable to industry's training needs — 1
- is there a role for a sectoral approach (as used in tourism) — 1
- apprentices should have some input — 1
- this process is only the beginning/need more information — 1

REGIONAL CONSULTATION MEETINGS

Regina, September 24, 1996

Present

130 participants plus Bob Guthrie, Marie Fenwick, Doug Muir, Deanna Dawson, Garth Ivey, Wolf Prinz, Hank Heerspink and Wayne McElree

Background of Participants (Estimates)

Apprentices — 15
Journeypersons/Tradespersons — 45
Employers — 30
Training Institutions — 25
Government Employees — 15

Response Sheets and Discussion Results (37 Total)

1. *Do you think training delivery will have to adapt to new circumstances?*

Yes — 31 No — 2 N/A — 4

If YES, what kind of changes or innovation do you think should be considered?

- tuition — 12
- use more technology — 9
- more prior learning assessment — 4
- courses must be kept more up to date — 4
- more home study/correspondence — 4
- do more accredited training in high school — 3
- flexible rates of completion for both practical and theoretical components — 2
- advanced standing for previous learning — 2
- more day release — 2
- more distance education — 2
- more accessible (flexible times and locations) — 2
- employers, apprentices need more information re: their program (outline, etc.)/ more communication between industry and institutes — 2
- more coring — 2
- changes will be trade specific — 1
- employer should have more input into the training — 1
- more training on the job — 1
- break up 8 week training time into smaller units — 1
- streamline courses — 1
- standards must be maintained — 1
- autobody could have 3 days in work place 2 days in school — 1

- need to move forward with industry leading the way — 1
- high journeyperson to apprentice ratio — 1
- more strict entrance requirements (especially in pre-employment) — 1
- no tuition because it will discourage people from getting training — 1
- make apprentices eligible for student loans — 1
- no pre-employment classes — 1
- strengthen pre-employment training — 1
- develop performance standards for instructors — 1

Who should make the decision on changing training delivery?

- industry/TABs — 6
- all parties concerned(industry, government, training institutions) — 6
- industry but using guidelines of interprovincial standards — 1
- the institution — 1

If NO, how should the system cope with the demands placed on it?

- training should not be taken out of institutions because industry will train only to suit their own specific needs/standards will not be maintained — 1
- streamline — 1
- SIAST could reduce costs — 1
- leave training as it is, just get more money for it — 1

2. *Should industry take a more direct and active role in managing the apprenticeship system?*

   Yes — 27 No — 7 N/A — 3

   a) *If YES,* do you support the creation of an independent industry agency to co-ordinate this function?

      Yes — 13 No — 12 N/A — 11
      - people in the trades are the ones most capable of making decisions — 1

   b) *Alternative suggestions for how industry could exert more direct influence.*

      - revitalize current TAB/PAB system — 5
      - status quo — 4
      - should be streamlined — 1
      - develop non-profit corporation with an industry Board of Directors/it is very important that certification remain with a third party — 1

   c) *If NO,* how do you think apprenticeship should be managed/co-ordinated?

      - government, PAB and TABs (industry) and labour — 3
      - managed by knowledgable people not a hand-picked group of friends — 2

3. *Do you think industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds?*

   Yes — 19 No — 12 N/A — 6

   a) *If YES,* what would the appropriate mechanism for taking direct responsibility be?

      - have a neutral board to allocate funds to each trade — 2
      - must be accountable — 2

- partnership of industry, government and training institutions — 2
- apprentices should have a voice — 1
- industry knows where the money is needed — 1
- have input from all the trades, put money where it is most needed — 1
- raise money through a tax on the sale of material — 1
- should be independent from government — 1
- an organization could do this but would it be as effective/cheap as it is now? — 1
- industry with input from government through Apprenticeship Branch and SIAST — 1
- can industry divide the money fairly? — 1

b) *If NO,* who should have the authority to allocate funds for apprenticeship training?

- apprenticeship branch with some direction from industry — 2
- government, industry and training providers — 2
- government because it tends to be fair — 1
- should be a partnership — 1
- federal government should pay for training — 1

4. *Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the PAB discussion paper?*

Yes — 20 No — 12 N/A — 5

a) *If YES,* do you agree that the PAB/TAB system as representatives of industry should strongly pursue the agenda?

Yes — 19 No — 2 N/A — 16

c) *If NO,* do you have an idea or suggestion for an alternative vision for apprenticeship renewal?

- need to revitalize the present system, not change it — 2
- should be a "partnered accountable agency" (not independent) — 1
- current PAB/TAB system needs to be completely restructured — 1

5. *Other concerns*

- too much bureaucracy/don't need another layer — 7
- don't fix what isn't broken — 3
- system works well now, don't really need to change because the loss of $5 million is a relatively small amount of money — 2
- does the loss of funding require an overhaul of the entire system? — 2
- what about equity persons?/have first nations people been involved? — 2
- new system must recognize that technical changes occur quickly/must be able to respond quickly to those changes — 2
- must be fair/is it possible to be fair? — 2
- government should fund 100% with no tax increases — 1
- agenda is "free enterprise" education — 1
- has to be fair/equitable — 1
- individual trades must remain responsible for their own trade — 1
- must not lose good trainers because of these cuts — 1
- vision is too vague to come to a conclusion — 1
- better communication will be required if this new system is to be effective — 1

- the current system is relatively free of petty politics/afraid this might change with the proposed system — 1
- provincial government has to take responsibility for the apprenticeship system from the federal government — 1
- vision is too narrow in focus/need to include other labour market partners (K-12 system, etc.) — 1
- this new system will lead to more taxation — 1
- new agency must be set up to include the best interests of the public in exchange for public funds — 1
- fear this is step towards trade deregulation — 1
- the new system will be all about who lobbies best — 1
- how will small employers cope with these changes — 1
- interprovincial standards must be maintained — 1
- industry must continue to set the standards — 1
- what will happen if people don't take the responsibility — 1
- need help from federal government during the transition period — 1
- look to other provinces/avoid reinventing the wheel — 1
- all trades must have a voice — 1
- be cautious that this does not result in less provincial government funds — 1
- apprenticeship unit needs more field staff to promote and monitor the program for industry — 1

REGIONAL CONSULTATION MEETINGS

LaRonge, September 25, 1996

Present

16 participants plus Bob Guthrie, Marie Fenwick, George Pellerin and Doug Muir

Background of Participants (Estimates)

Apprentices – 2
Journeypersons/Tradespersons – 1
Employers – 3
Training Institutions – 4
Equity Groups – 1
Government Employees – 6

Response Sheets and Discussion Results (4 Total)

1. *Do you think training delivery will have to adapt to new circumstances?*

   Yes – 4 No – 0 N/A – 0

   If YES, what kind of changes or innovation do you think should be considered?

   - multi-media – 3
   - distance – 1
   - industry journeypeople could teach instead of institute instructors – 1
   - modular – 1
   - tuition – 1

   Who should make the decision on changing training delivery?

   - industry – 1
   - industry in consultation with government – 1

2. *Should industry take a more direct and active role in managing the apprenticeship system?*

   Yes – 4 No – 0 N/A – 0

   a) *If YES,* do you support the creation of an independent industry agency to co-ordinate this function?

      Yes – 3 No – 0 N/A – 1

b) *Alternative suggestions for how industry could exert more direct influence.*

- industry in partnership with institutions and government (but should not be appointed by government) — 2
- get TABs more active — 1

3. *Do you think industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds?*

Yes — 2 No — 1 N/A — 1

a) *If YES,* what would the appropriate mechanism for taking direct responsibility be?

- industry in partnership with government — 2

b) *If NO,* who should have the authority to allocate funds for apprenticeship training?

- not sure if industry should have direct responsibility for allocating funds — 1

4. *Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the PAB discussion paper?*

Yes — 3 No — 1 N/A — 0

a) *If YES,* do you agree that the PAB/TAB system as representatives of industry should strongly pursue the agenda?

Yes — 2 No — 0 N/A — 2

5. *Other concerns*

- don't think government should appoint people to boards/it should be industry — 2
- fear industry will educate with only one thing in mind ... money — 1
- this should replace the existing bureaucracy not just create another level — 1
- government needs to continue to play a role to ensure standards are maintained — 1
- need to see more substance in the vision before I could give it my complete support — 1
- fear that if industry takes over they will prefer to train de-skilled technicians rather than well-paid craftspeople ... therefore there will have to be a greater emphasis on certification — 1

REGIONAL CONSULTATION MEETINGS

Estevan, September 30, 1996

Present

12 participants plus Bob Guthrie, Marie Fenwick, Doug Muir and Garth Ivey

Background of Participants (Estimates)

Apprentices — 1
Journeypersons/Tradespersons — 2
Employers — 5
Training Institutions — 4

Response Sheets and Discussion Results (9 Total and 1 Submission)

1. *Do you think training delivery will have to adapt to new circumstances?*

   Yes — 9 No — 0 N/A — 0

   If YES, what kind of changes or innovation do you think should be considered?

   - use of technology — 4
   - more correspondence/local delivery — 3
   - need to build up liaisons between high schools and industry — 3
   - material needs to be kept more up to date — 3
   - modular delivery — 1
   - people developing curriculum need to keep in touch with what is happening in the field — 1
   - career counsellors need to promote apprenticeship as a viable career option — 1
   - more day-release — 1
   - SIAST should deliver training in summer (off-peak time for industry) — 1
   - training needs to be made more flexible (high school teacher seeking certification) — 1
   - training should serve the needs of the trade/industry — 1

   Who should make the decision on changing training delivery?

   - TABs and the institutes — 1
   - industry needs more input — 2

2. *Should industry take a more direct and active role in managing the apprenticeship system?*

   Yes — 9 No — 0 N/A — 0

a) *If YES,* do you support the creation of an independent industry agency to co-ordinate this function?

Yes – 7 No – 2 N/A – 0

b) *Alternative suggestions for how industry could exert more direct influence.*

- co-managed with government (as long as government maintains its share of the load) – 2
- not totally opposed, but question the ability of industry to maintain direction – 1

3. *Do you think industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds?*

Yes – 8 No – 0 N/A – 1

a) *If YES,* what would the appropriate mechanism for taking direct responsibility be?

- agency should have the funding to negotiate training times when they are most appropriate – 2
- funding should be on a need basis – 1
- leave government out all together as it is too inefficient – 1
- industry is in the best position to determine where the funds are most needed – 1
- industry needs more control so that a buyer/seller relationship can be established re: purchasing training – 1

4. *Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the PAB discussion paper?*

Yes – 9 No – 0 N/A – 0

a) *If YES,* do you agree that the PAB/TAB system as representatives of industry should strongly pursue the agenda?

Yes – 6 No – 1 N/A – 2

5. *Other concerns*

- training tax credits a good idea to provide extra incentive for employers to train – 3
- should be primarily governed by industry but there should be some role for government as well – 2
- must be fair/equitable – 2
- don't want another level of bureaucracy – 2
- industry rather than government should select boards – 1
- a privatized apprenticeship program with government funding would be more efficient – 1
- should base decisions on forecasted future needs – 1
- if industry gains control it is important to make sure that training does not become to specific to suit the needs of the employer – 1

REGIONAL CONSULTATION MEETINGS

Yorkton, October 1, 1996

Present

25 participants plus Bob Guthrie, Marie Fenwick, Doug Muir and Linda Skomorowski

Background of Participants (Estimates)

Apprentices – 4
Journeypersons/Tradespersons – 8
Employers – 11
Training Institutions – 2

Response Sheets and Discussion Results (19 Total)

1. *Do you think training delivery will have to adapt to new circumstances?*

Yes – 16 No – 3 N/A – 0

If YES, what kind of changes or innovation do you think should be considered?

- distance education (use of community college/high schools) – 4
- correspondence – 4
- tuition – 2
- shorter more frequent training periods – 2
- will have to be trade specific – 1
- training already and has always had the ability to adapt to change – 1
- generate revenue by charging for work done by apprentices in their training – 1
- day release – 1
- upgrading training for journeypeople – 1
- try to eliminate duplication of services in the technical institute – 1
- get rid of pre-employment – 1

Who should make the decision on changing training delivery?

- government, industry and educators – 2
- industry and SIAST – 1
- industry – 1
- SIAST – 1
- an independent certification body – 1

If NO, how should the system cope with the demands which are placed on it?

- get rid of pre-employment – 2
- streamlining – 1

2. *Should industry take a more direct and active role in managing the apprenticeship system?*

   Yes – 10 No – 6 N/A – 3

   a) *If YES,* do you support the creation of an independent industry agency to co-ordinate this function?

      Yes – 5 No – 2 N/A – 12

   b) *Alternative suggestions for how industry could exert more direct influence.*

      - government should not regulate the system, only be there to rubber stamp decisions made by industry – 1
      - board with government and industry representation – 1

   c) *If NO,* how do you think apprenticeship should be managed/co-ordinated?

      - more active TABs – 4
      - status quo – 1
      - with provincial board composed of representatives from all sectors – 1
      - should not be controlled by big business – 1

3. *Do you think industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds?*

   Yes – 6 No – 7 N/A – 6

   a) *If YES,* what would the appropriate mechanism for taking direct responsibility be?

      - industry in joint association with the government/apprenticeship branch – 4
      - equal representation/fair – 2
      - should be responsible for distribution of education funding – 1
      - provincially funded but not controlled by government – 1
      - TABs – 1

   b) *If NO,* who should have the authority to allocate funds for apprenticeship training?

      - it won't be fair if industry has control – 2
      - status quo – 2
      - SIAST – 1

4. *Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the PAB discussion paper?*

   Yes – 9 No – 4 N/A – 6

   a) *If YES,* do you agree that the PAB/TAB system as representatives of industry should strongly pursue the agenda?

      Yes – 10 No – 2 N/A – 7

   c) *If NO,* do you have an idea or suggestion for an alternative vision for apprenticeship renewal?

      - an expanded role for industry is important but governance is not industry's role – 1

5. *Other concerns*

- has to be fair with representation for all trades, employers, employees, and apprentices — 8
- apprenticeship is handled well at this point/if changes occur this should be maintained — 3
- if industry has total control the system could be fragmented (to meet individual needs) — 3
- need more communication between governing body, tradespeople, employers and training institutions/not enough information available — 2
- vision is too vague to agree with completely — 2
- has to be accountable — 1
- has to be designed so that the little guy who doesn't wear a suit has a voice as well — 1
- keep SIAST together — 1
- people in control of funding and course content must be independent — 1
- have to get the people in the trades more interested and active — 1
- government has a large budget for education and the most effective training system gets so little — 1
- standards must be maintained — 1
- process is slanted towards one idea therefore cannot be fairly discussed/ appreciate work that the PAB/TAB is doing and hope they are open to more than one vision — 1
- concern that this is just government off-loading — 1

REGIONAL CONSULTATION MEETINGS

MooseJaw, October 3, 1996

Present

70 participants plus Bob Guthrie, Marie Fenwick, Doug Muir, Wayne McElree and Garth Ivey

Background of Participants (Estimates)

Apprentices – 15
Journeypersons/Tradespersons – 10
Employers – 20
Training Institutions – 25

Response Sheets and Discussion Results (14 Total and 2 Submissions)

1. *Do you think training delivery will have to adapt to new circumstances?*
   Yes – 12 No – 2 N/A – 0

   If YES, what kind of changes or innovation do you think should be considered?

   - more specialization (could save time and money) – 4
   - difficult to have students pulled out at peak times to attend school/SIAST should respond to industry's timing needs – 2
   - we (institutes) are already adapting to the needs of industry – 1
   - more flexible training times (weekends, evenings, day release) – 1
   - instructors must be kept updated – 1
   - SIAST should take the lead in offering alternatives to industry – 1
   - tuition – 1

2. *Should industry take a more direct and active role in managing the apprenticeship system?*

   Yes – 8 No – 6 N/A – 0

   a) If YES, do you support the creation of an independent industry agency to co-ordinate this function?

   Yes – 1 No – 7 N/A – 4

   b) *Alternative suggestions for how industry could exert more direct influence.*

   - more active TABs – 6
   - co-managed with government – 4
   - an industry managed system could result in a conflict of interest – 1
   - industry will take a very narrow approach – 1
   - industry needs influence but government should maintain management – 1

3. *Do you think industry, through some appropriate mechanism, should take direct responsibility for allocating any available funding for apprenticeship training, including the provincial government funds?*

Yes — 3 No — 9 N/A — 2

a) *If YES,* what would the appropriate mechanism for taking direct responsibility be?

- elected industry committee with watchful eye of government — 1
- ensure accountability — 1

b) *If NO,* who should have the authority to allocate funds for apprenticeship training?

- government/apprenticeship branch — 4
- committee arms length from government with input from industry — 1
- a representative body of TABs/PAB and SIAST — 1
- status quo — 1

4. *Do you generally support the vision for the future of apprenticeship in Saskatchewan as stated in the PAB discussion paper?*

Yes — 2 No — 12 N/A — 0

a) *If YES,* do you agree that the PAB/TAB system as representatives of industry should strongly pursue the agenda?

Yes — 1 No — 1 N/A — 11

c) *If NO,* do you have an idea or suggestion for an alternative vision for apprenticeship renewal?

- look at making the existing system work as opposed to creating a new one — 1
- elect PAB and strengthen TABs — 1
- an elected body composed of all stakeholders with leadership provided by the people on the current PAB — 1
- get students to pay tuition — 1
- apprenticeship branch should get rid of PAB and ATCoG and use the money to hold TAB meetings — 1

5. *Other concerns*

- lack of communication/people need to know what is going on — 4
- get Future Skills money to be used in apprenticeship training — 2
- a funding problem cannot be fixed by setting up a new system — 2
- current system would work better with less bureaucracy — 1
- fix the funding problem first then look at the question of governance — 1
- SIAST will respond to requests for innovation — 1
- maintenance of Red Seal Program is essential — 1
- employees need a larger voice — 1
- system would have to be fair — 1
- worry about the apathy of most tradespeople — 1
  - professionals take more of an interest in their occupations ... to protect their vested interests
- our goal should be to strengthen the apprenticeship system for future generations, not just worry about ourselves — 1
- large trades and unions will dominate — 1